

OPERATIONAL PLANNING COMMITTEE (NEW PRODUCTS)



Tom Cravotta

James Gear

Roger Slagle

Sue Tafur

Mission: To create a dynamic product for the New Products Directorate to lead, guide, evaluate, reward, and identify future business opportunities.

Organizing Process

GOALS

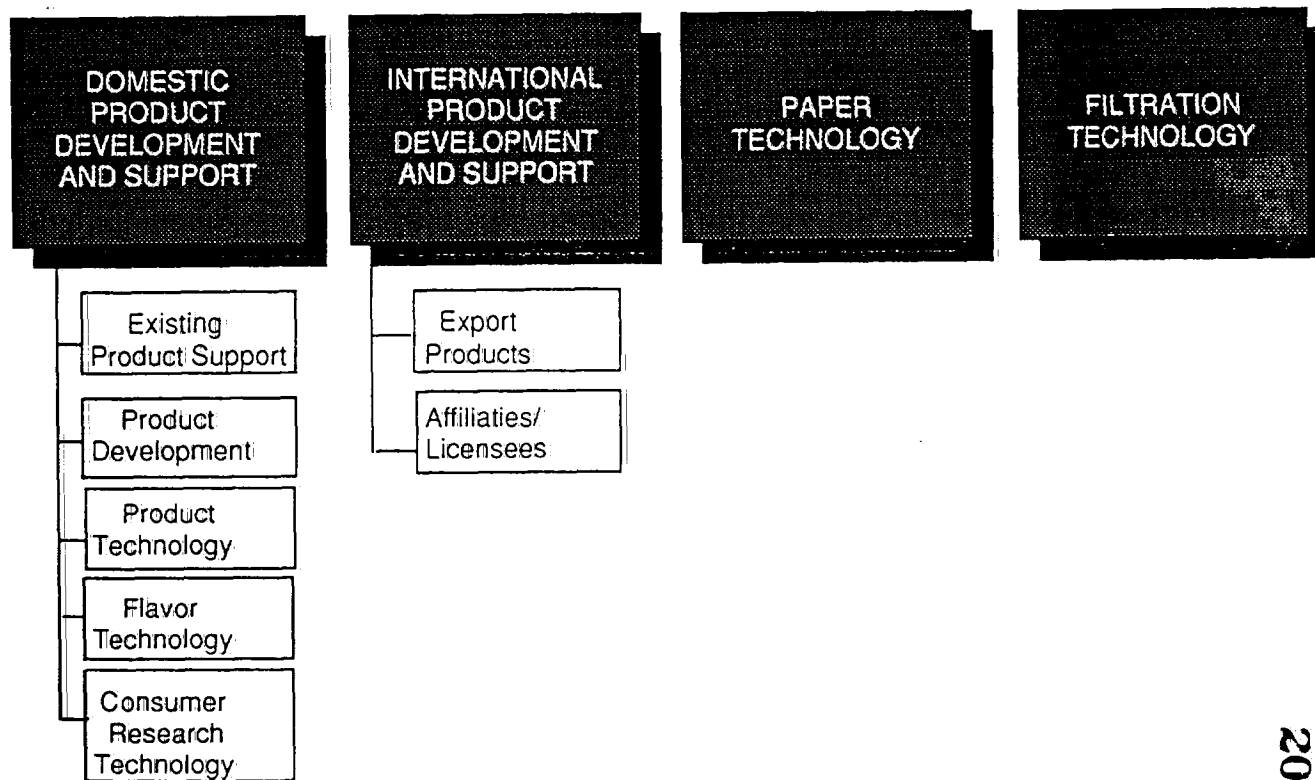
- 1) To make some sense out of the operational plans
 - establish a basis for organization
 - identify missing elements/duplication
 - evaluate program content
- 2) To provide a "user-friendly" compilation of plans
 - establish some degree of uniformity
 - develop a system for indexing and cross-referencing
 - identify how much detail is really needed
 - for which endpoint *ie* - for the plan
 - product development
 - each section
- 3) To provide a tool to help management perform more efficiently
 - establish a mechanism for assessing progress
 - facilitate quarterly reports and plan updates
 - provide access to resource allocations

2021385262

PRODUCT DEVELOPMENT



Major Programs



2021385263

DOMESTIC PRODUCT DEVELOPMENT AND SUPPORT

EXISTING PRODUCT SUPPORT

STRATEGIC GOAL ACTIVITIES

1

ET/NET Inclusion

Cigt. Manufacturing OV

Packaging Studies:

- High Barrier Films
- Printing Inks

Factory Modernization Support

- Primary
- Small Scale Process Involvement

Tobacco Materials and Reclamation

Processing Plant Support

- Alternate Sheet Sourcing
- BL Plant Support
- Park 500
- Flavor Center Support
- Cooked Flavor Capacity

Subjective Panels

- Domestic
- International
- PED Project
- Training

Marlboro Standardization

Cigt. Storage/Transportation Study



2021385264

DOMESTIC PRODUCT DEVELOPMENT AND SUPPORT



PRODUCT DEVELOPMENT

STRATEGIC GOAL ACTIVITIES 2

Premium Brands:

- B&H KS
- Merit 1, 3, 6mg
- Virginia Slims
- Parliament KS Menthol

Marlboro

- Medium 100's
- Full Flavor and Lights Blend Study
- Extra Lights
- Ultra Lights
- Wides

Discount Brands

- Alpine
- Bucks
- Generic Full Flavor Menthol
- Slims

Marketing Support Program

- Package Odor Study
- Ad Packs
- Circumference Study

Consumer Testing

- POLs

2021385265

**DOMESTIC PRODUCT
DEVELOPMENT AND
SUPPORT**

PRODUCT TECHNOLOGY

**STRATEGIC GOAL
ACTIVITIES**

3

— Low Tar/High Flavor

— Project Art
• De-Nic
• Half-Nic

— Project Ambrosia
• Ambrosia I
• Ambrosia II

— New Packaging Concepts

— Computer Application



2021385266



**DOMESTIC
PRODUCT
DEVELOPMENT
AND SUPPORT**

**FLAVOR
TECHNOLOGY**

**STRATEGIC
GOAL
ACTIVITIES**

1

- Ingredient Reduction
 - Project Grain
 - Humectant Reduction
- Licorice
 - Liquid Licorice
 - Licorice Replacement
- Flavor Sytem Modifications
 - Uncooked Flavor
 - Burley Spray Specs
- Alternate Humectants
- Menthol/Project Levo
- Natural/Synthetic Glycerin

**STRATEGIC
GOAL
ACTIVITIES**

3

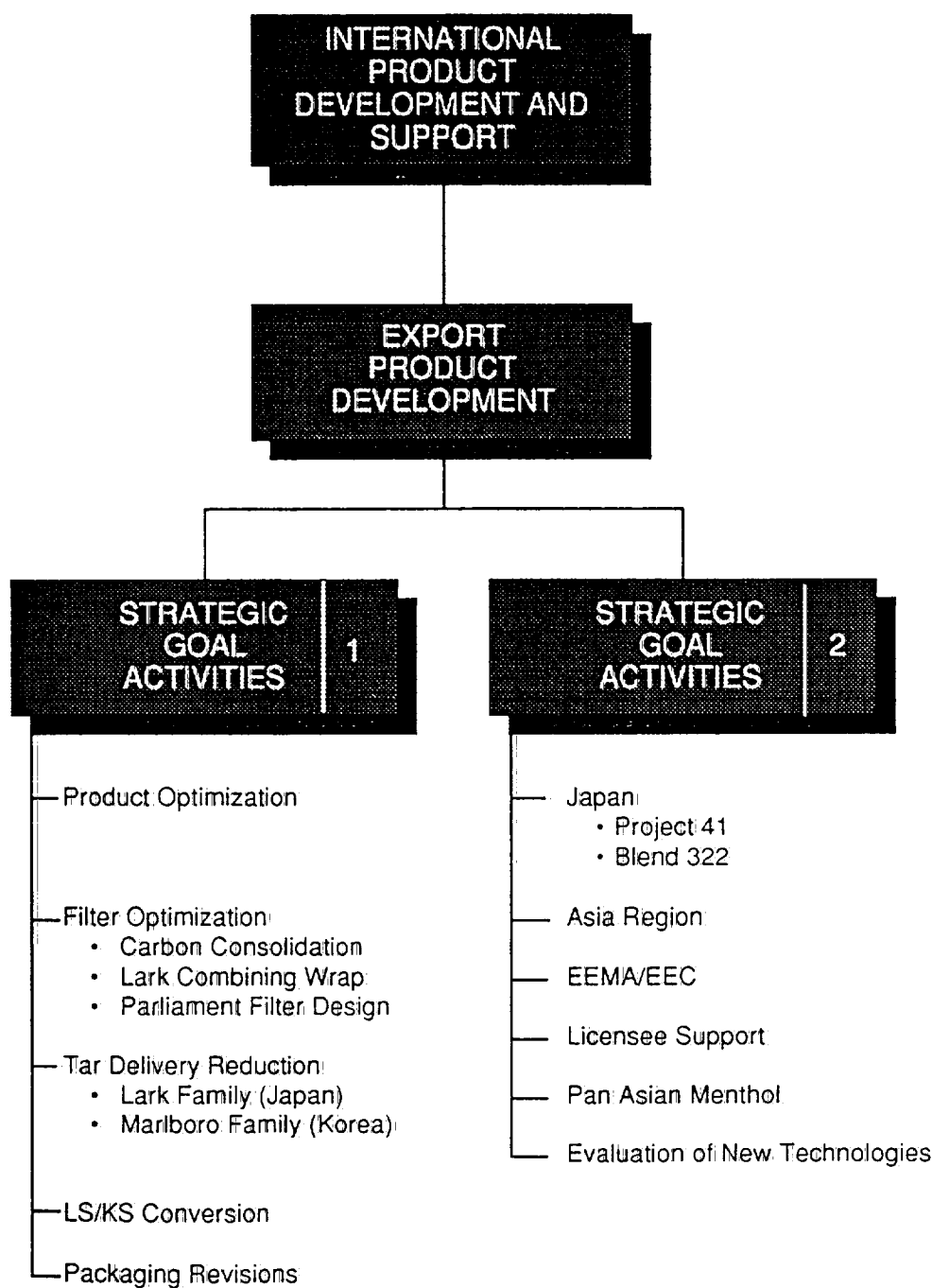
- Stable Menthol

**STRATEGIC
GOAL
ACTIVITIES**

4

- Ingredient Reduction
 - Marlboro RI
 - Discount RI
 - Flavor Revisions

2021385267



2021385268



**INTERNATIONAL PRODUCT
DEVELOPMENT AND
SUPPORT**

AFFILIATES/LICENSEES

**STRATEGIC
GOAL
ACTIVITIES**

1

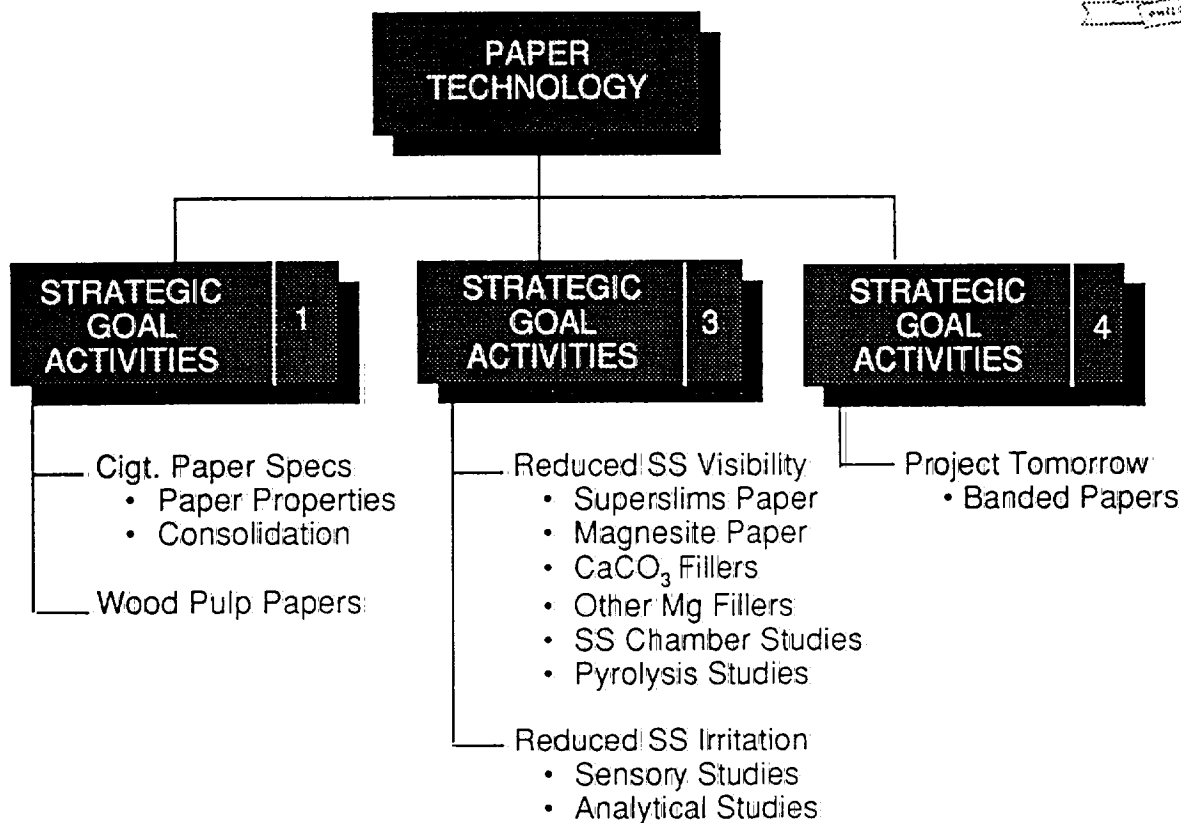
- Corporate Product Development
 - Latin America
- Project Omega
 - Phillipine Marlboro
- Project AMETHIST
 - European Marlboro
- USA Flavor Sourcing
 - Mexico

**STRATEGIC
GOAL
ACTIVITIES**

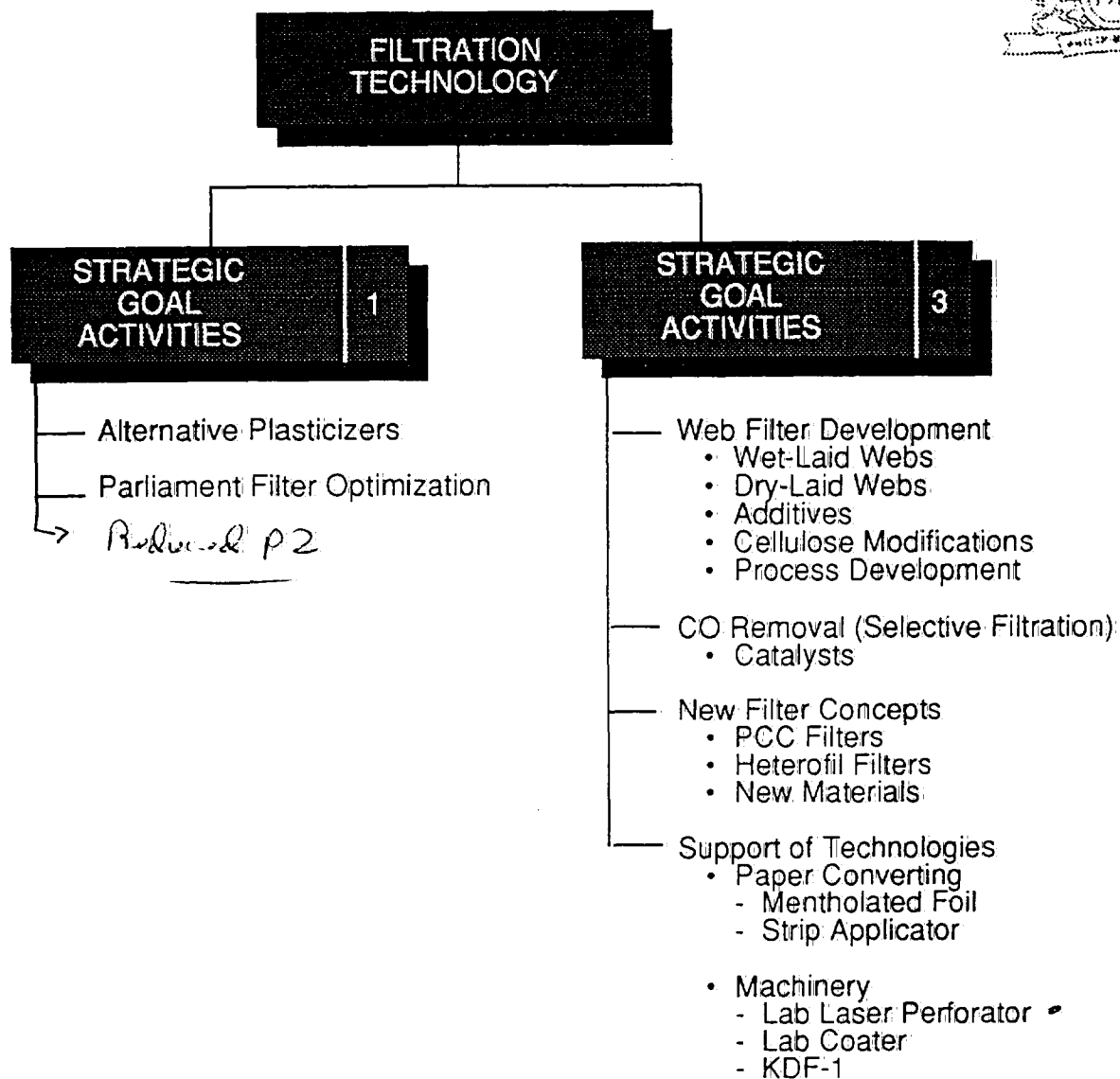
2

- Corporate Product Development
 - Latin America
- Local Product Development
 - Latin America
- Project 2000
 - China
- EEMA BBS
 - Hungary
 - Poland
 - Yugoslavia

2021385269



2021385270



2021385271

PLANNING SCHEDULE

March 2	Quarterly report to Central Files
March 23-24	PLANNING CONFERENCE
mid April	<ul style="list-style-type: none">• Re-organize operational plans according to outlines
end April	<ul style="list-style-type: none">• Ensure projects are under the correct program and eliminate duplication• Ensure all work is accounted for• Obtain missing information
May	<ul style="list-style-type: none">• Develop new form for plans• Establish index system• Identify process for updating plans• Create summaries for resource allocations by major program and strategic goal• Establish a checklist system for assessing progress
June 1	Quarterly report to Central Files
June 22-23	PLANNING CONFERENCE
Aug 31	Quarterly report to Central Files
Sept 21-22	PLANNING CONFERENCE
Nov	<ul style="list-style-type: none">• Prepare 1993 Operational Plans (in new format)
Nov 23 (?)	Quarterly report (Annual Accomplishments) to Central Files
Dec 16-17	PLANNING CONFERENCE

2021385272

CAST LEAF PRIORITIES

I. **Objective:** Optimize the Current RCB Process for Improved Sheet Physical Properties, Production Capacity and Environmental Goals.

A. **Strategy:** Duplicate Production RCB in the Pilot to Subjectively Establish Processing Conditions.

1. **Plans:**

Replicate Trials of Normal BL Feedstock and Formulation Under Selected Process Conditions.

Establish Conditions to Duplicate Production RCB.

2. **Conclusions:**

These Results Will Be the Basis for Optimizations of Pilot Conditions Prior to Production NBL Trials

2021385273

B. Strategy: Evaluate Modified Formulations and Conditions with the NBL Process to Meet Objectives and Maintain Subjective Parity with RCB.

1. Plans:

Remake NBL (Finer Ground Feed-stock) as Follows:

- 7.5, 10.0 and 12.5 Parts NH_4OH
- 18, 20 and 22% Slurry Solids at Constant Dryer Temperature/Adjust Rate
- Binder Temperature 160°F , Slurry Aged 1 Hour.

2. Conclusions:

Subjective Parity with Production RCB from Pilot Trials Have Potential to Reduce Stack Emissions, Increase Capacity and Improve Physicals.

2021385274

II. Objective: Develop a Cast Leaf Product to Meet Worldwide Capacity Needs.

A. Strategy:

RTD is Developing a Business Plan Analysis for a Plant in Europe. Pilot Trials are in Progress with Guar Binder and Flavor Systems to Substitute for RLB.

1. Plans:

- Identify Trials with Improved Physicals for Subjective Comparisons to RLB
- Guar Gum Levels Below 10% and/or Cobinder Systems
- Flavor Systems Include DAP, Isosweet and Flavors.

2021385275

CAST LEAF TESTING PROTOCOL

A. Weekly Planning Meetings

with RTD - Grant Gellatly

B. Test Sheet Trial Information

Supplied by RTD - Marty Parker

1. 100% Cast Leaf Cigarettes Requested

Primary - B. Hoskin
Make/Pack - B. Peace

2. Upon Completion of Selected Sheet Analyses

- 24% Sheet Cigarettes Requested

Primary - B. Hoskin
Make/Pack - B. Peace
ARD/CTSD - Analytical Support

2021385276

3. Upon Completion of Selected 24%
Cigarette Analyses

- Cast Leaf Panel - K. Deane

C. Analytical/Subjective Results
Interpreted

- B. Hoskin, V. Willis and J. Swain

D. Subjective Based Recommendation Made
to Replicate/Modify Trials

2021385277

CAST LEAF RESPONSIBILITIES

- | | |
|--------------------------|-------------------------------|
| 1. Cast Leaf Coordinator | Holland/Gellatly |
| 2. Flavor Support | Hoskin/Taylor |
| 3. Binder Support | Physical/Chemical
Research |
| 4. Analytical Support | ARD/CTSD |
| 5. Pilot Plant | RTD |
| 6. Blends/Cigarettes | Hoskin/Peace |
| 7. Cast Leaf Panel | Willis/Deane |

2021385278

CAST LEAF

INTRA AND INTERDEPARTMENTAL INTERACTIONS

1. Flavor Technology
2. Cigarette Technology
3. Process Development
4. Physical/Chemical Research
5. Domestic and PME Leaf
6. Semi-Works
7. Analytical
8. Cast Leaf Panel

2021385279

CAST LEAF PRIORITIES

I. **Objective:** Optimize the Current RCB Process for Improved Sheet Physical Properties, Production Capacity and Environmental Goals.

A. **Strategy:** Duplicate Production RCB in the Pilot to Subjectively Establish Processing Conditions.

1. **Plans:**

Replicate Trials of Normal BL Feedstock and Formulation Under Selected Process Conditions.

Establish Conditions to Duplicate Production RCB.

2. **Conclusions:**

These Results Will Be the Basis for Optimizations of Pilot Conditions Prior to Production NBL Trials

2021385280

B. Strategy: Evaluate Modified Formulations and Conditions with the NBL Process to Meet Objectives and Maintain Subjective Parity with RCB.

1. Plans:

Remake NBL (Finer Ground Feed-stock) as Follows:

- 7.5, 10.0 and 12.5 Parts NH_4OH
- 18, 20 and 22% Slurry Solids at Constant Dryer Temperature/Adjust Rate
- Binder Temperature 160°F , Slurry Aged 1 Hour.

2. Conclusions:

Subjective Parity with Production RCB from Pilot Trials Have Potential to Reduce Stack Emissions, Increase Capacity and Improve Physicals.

2021385281

II. Objective: Develop a Cast Leaf Product to Meet Worldwide Capacity Needs.

A. Strategy:

RTD is Developing a Business Plan Analysis for a Plant in Europe. Pilot Trials are in Progress with Guar Binder and Flavor Systems to Substitute for RLB.

1. Plans:

- Identify Trials with Improved Physicals for Subjective Comparisons to RLB
- Guar Gum Levels Below 10% and/or Cobinder Systems
- Flavor Systems Include DAP, Isosweet and Flavors.

2021385282

CAST LEAF TESTING PROTOCOL

A. Weekly Planning Meetings

with RTD - Grant Gellatly

B. Test Sheet Trial Information

Supplied by RTD - Marty Parker

1. 100% Cast Leaf Cigarettes
Requested

Primary - B. Hoskin
Make/Pack - B. Peace

2. Upon Completion of Selected
Sheet Analyses

- 24% Sheet Cigarettes Requested

Primary - B. Hoskin
Make/Pack - B. Peace
ARD/CTSD - Analytical Support

2021385283

3. Upon Completion of Selected 24%
Cigarette Analyses

- Cast Leaf Panel - K. Deane

C. Analytical/Subjective Results
Interpreted

- B. Hoskin, V. Willis and J. Swain

D. Subjective Based Recommendation Made
to Replicate/Modify Trials

2021385284

CAST LEAF RESPONSIBILITIES

- | | |
|--------------------------|-------------------------------|
| 1. Cast Leaf Coordinator | Holland/Gellatly |
| 2. Flavor Support | Hoskin/Taylor |
| 3. Binder Support | Physical/Chemical
Research |
| 4. Analytical Support | ARD/CTSD |
| 5. Pilot Plant | RTD |
| 6. Blends/Cigarettes | Hoskin/Peace |
| 7. Cast Leaf Panel | Willis/Deane |

2021385285

CAST LEAF

INTRA AND INTERDEPARTMENTAL INTERACTIONS

1. Flavor Technology
2. Cigarette Technology
3. Process Development
4. Physical/Chemical Research
5. Domestic and PME Leaf
6. Semi-Works
7. Analytical
8. Cast Leaf Panel

2021385286

FILTRATION TECHNOLOGY PROGRAM

1992 OPERATIONAL PLAN

I. GENERAL PROGRAM INTRODUCTION

The goal of the Filtration Technology program is to provide filtration research which will allow for the development of new or improved products. To support Operations in their five-year plan, Calgon SCCW carbon is being optimized by removing the additives. To grow the business in the short-term, improvements in cost and availability of the Merit Ultima filter core material are being developed. Also, significant work on carbon web materials and porous combining wrap are supporting our Export business. PM web and other novel web materials are being developed to address our consumer's desires with new technologically driven products. CO reduction via catalysts and development of novel filter types is further supporting that goal. External requirements and future products are being supported with model making, process development, and development of new filtration technology.

II. OUTLINE

STRATEGIC GOAL NUMBER 1

SUPPORT OPERATIONS FIVE YEAR OBJECTIVES

OBJECTIVE:

Investigate alternative plasticizer systems for cellulose acetate. Determine issues related to the implementation of these plasticizer systems for new products or as a replacement for triacetin.

Strategies:

Conclude study of triethyl citrate as a replacement for triacetin on menthol and regular product types.


Determine the issues related to natural-based glycerine triacetin.

Screen suggested plasticizers to determine their fitness for use on PM products.

OBJECTIVE:

Design and demonstrate a product and process to produce a Parliament filter system which does not require the use of on-line laser ventilation perforation.

Strategies:

 Investigate the use of hollow tubes in filter component combining using porous combining wrap and conventional perforated tipping paper.

Investigate the use of pre-perforated mouthpiece paper conventional perforated tipping paper.

2021385287

STRATEGIC GOAL NUMBER 3

ADDRESS CONSUMERS DESIRES WITH NEW TECHNOLOGY-DRIVEN PRODUCTS

OBJECTIVE:

Develop web cigarette filtration system(s) which offer the consumer perceived benefits when incorporated into new cigarette systems.

Strategies:

Develop a non-woven wet-laid sheet of cellulose acetate and cellulosic fibers.

Develop a non-woven dry-laid sheet of cellulose acetate with or without thermoplastic bonding fibers.

Develop additives and additive application systems to modify the filtration and/or subjective performance of various web filter media.

Develop cellulose or cellulose acetate modification processes to provide filtration and/or subjective performance advantages for new products.

Develop manufacturing processes and operations to produce filters from new filter media.

OBJECTIVE:

Develop a CO removal catalyst for use in a filter system.

Strategies:

Test CO removal catalysts supplied by Seton Hall University.

Develop a room temperature CO removal catalyst using Seton Hall University technologies.

OBJECTIVE:

Design, evaluate, and develop new filter concepts that provide benefits to our consumers.

Strategies:

Develop the capability to manufacture PCC filters in-house.

Conduct joint development of heterofil filter materials with Hoechst/Celanese.

Investigate CA tow made with reduced bleach or unbleached cellulose.

- Evaluate DHS Compact tow production system.

STRATEGIC GOAL NUMBER 3
ADDRESS CONSUMERS DESIRES WITH NEW TECHNOLOGY-DRIVEN PRODUCTS
(con't)

Evaluate ultra low denier per filament tow items.

Evaluate novel vendor filters.

Investigate/evaluate degradable filter material.

FILTER TECHNOLOGY SUPPORT TO OTHER AREAS

Removal of additives from SCCW carbon.

Evaluation of carbon web samples on Project 41 in PCC filter.

Qualification of new precoated porous combining wrap for use on Lark tar reduction.

Evaluation of strip applicator units (PM and MOLINS designs).

Domestic Product Development

Sensory Technology Program.

Tobacco Biochemistry Program.

Support Project BETA with filtration technology.

Evaluation of degradable packaging materials as they become available.

2021385289

PAPER TECHNOLOGY

OPERATIONAL PLAN ----- ISSUES AND OBSTACLES

2021385290

OUTLINE OF PAPER TECHNOLOGY OPERATIONAL PLANS

I. Introduction

II. Cigarette Paper Specifications/Quality (Strategic Goal #1)

1. Effects of paper properties
2. Effects of paper properties - low delivery models

III. Cigarette Paper Specifications/Cost (Strategic Goal #1)

1. Cost profile
2. Cigarette evaluation
3. Qualify second source for 10-058A paper

** Ground Generation
with B. to her*
Specifications

IV. Wood Pulp Papers (Strategic Goal #1)

1. Assess availability of wood pulps
2. Evaluate papers
3. Determine paper specifications
4. Demonstrate parity of full margin products

V. Reduced Sidestream Visibility (Strategic Goal #3)

1. Finalize Virginia Slims/Superslims paper
2. Develop ground magnesite paper
3. Develop synthetic magnesite paper
4. Develop hydromagnesite/brucite filled paper
5. Develop sol-gel process magnesium carbonate paper
6. Develop rhombohedral calcium carbonate paper
7. Sidestream chamber analytical studies
8. Pyrolysis chemistry of cigarette paper

VI. Reduced Sidestream Irritation (Strategic Goal #3)

1. Identify causes of irritation
2. Develop analytical methods
3. Devise methods to reduce irritants
4. Define irritation

VII. Burn Rate Control (Strategic Goal #4)

1. Apply cellulosic bands to paper on wet end
2. Apply cellulosic bands by printing
3. Develop paper strip application
4. Develop slower burning conventional papers -- rhombohedral calcium carbonate

2021385291

PAPER TECHNOLOGY

Cigarette Paper Specifications/Quality (Strategic Goal #1)

A. OBJECTIVE: To determine those cigarette paper parameters which most affect cigarette performance and manufacturing processes and set meaningful specifications and tolerances for cigarette papers.

B. STATUS ---- *ISSUES*

1. Calcium carbonate tolerances tightened, but not at the desired target level.
2. Decrease in cooperation from Kimberly-Clark, in general.

C. PARTICIPATING GROUPS/INDIVIDUALS

PAPER DEVELOPMENT	FLOYD, BALDWIN
PED	TINDALL, JONES
QA	WERKMEISTER
PURCHASING	FORSMARK, EMIG, GRIFFIN
MANUFACTURING/OP	
SERVICES	SWEENEY, WATTS
SUPPLY CHAIN	B.CARTER, ROWECAMP

D. OTHER RESOURCES

ARD
CTSD
SEMIWORKS

2021385292

Cigarette Paper Specifications/Cost (Strategic Goal #1)

A. OBJECTIVE: To consolidate three grades of 46 Coresta flax papers with elevated citrate levels used in manufacturing to one grade, and to determine whether further consolidation of the existing seven grades is feasible.

B. STATUS ---- ISSUES

1. Cost of 10-058A paper needs to be further negotiated with KC.
2. Alternative suppliers need to be developed.

C. PARTICIPATING GROUPS/INDIVIDUALS

PAPER DEVELOPMENT	GEISZLER
QA	WERKMEISTER
PURCHASING	EMIG
MANUFACTURING/OPERATIONS	
SERVICES	SWEENEY, WATTS
SUPPLY CHAIN	R. KELLY

D. OTHER RESOURCES

FINANCE
INDUSTRIAL ENGINEERING

2021385293

Wood Pulp Papers (Strategic Goal # 1)

A. OBJECTIVE: Evaluate the viability of replacing flax papers with wood pulp papers for full margin bands and develop the appropriate papers, as required.

B. STATUS ---- ISSUES

1. Pulp suppliers processing additives.
2. Possible subjective unacceptability.
3. Consistency of pulp supply.

C. PARTICIPATING GROUPS

PAPER DEVELOPMENT ROGERS, GEISZLER, BALDWIN
PURCHASING FORSMARK, EMIG
PRODUCT DEVELOPMENT WHITE

D. OTHER RESOURCES

ARD
CTSD
SEMIWORKS
PED
RICHMOND PANEL

2021885294

Products with Reduced Sidestream Visibility (Strategic Goal #3)

A. **OBJECTIVE:** To develop a proprietary cigarette wrapper which will reduce visible sidestream smoke by at least 70% in a full circumference cigarette, as compared to an appropriate control, with subjectives equivalent to a conventional cigarette in 1992.

B. STATUS ---- ISSUES

Calcium carbonate papers:

1. Phosphate-calcium carbonate interaction is process dependent and affects sidestream reduction.
2. New process at Kimberly-Clark's Spotswood mill which requires processing aid,
3. Porosity-sidestream reduction relationship appears to be different from that of previous papers.

Magnesium carbonate papers

Baymag magnesite

1. Time and cost to commercialize.

Synthetic magnesite

1. Time and cost to commercialize greater than with Baymag.

Sol-gel magnesium carbonates

1. Papermaking and scale-up issues.

Best bet of synthetic mag. carbonates: NY Poly material, but not in 92.

C. PARTICIPATING GROUPS/INDIVIDUALS

PAPER DEVELOPMENT BALDWIN, BOKELMAN, GOODMAN, TAFUR, ROGERS, FLOYD,
CHEMICAL RESEARCH SEEMAN, PODRAZA, KALLIANOS, PAINE, FOURNIER

D. OTHER RESOURCES

ARD

CTSD

SEMIWORKS

PED & FLAVOR TECHNOLOGY

2021385295

Reduced Sidestream Irritation (Strategic Goal #3)

A. OBJECTIVE: Initiate studies to assess feasibility of reducing the levels of those chemical classes in sidestream smoke which are most likely to contribute to irritation by the fourth quarter of 1992.

B. STATUS --- ISSUES

1. Just getting started, making some progress.
2. Difficult assignment.

C. PARTICIPATING GROUPS

CHEMICAL RESEARCH

ANALYTICAL RESEARCH

PED

PAPER DEVELOPMENT

DOMESTIC & INTERNATIONAL PRODUCT DEVELOPMENT

D. OTHER RESOURCES

CTSD

SEMIWORKS

2021385296

Banded Papers (Strategic Goal #4)

A. OBJECTIVE: To develop procedures for the application of transverse bands to cigarette paper in order to control burn rate by January, 1993.

B. STATUS ---ISSUES:

1. Need for new slurry to replace Cellulon for wet-end application.
2. Need to define and overcome causes of cross-web material gradient with moving orifice device.
3. Need to develop alternative materials (polysaccharides) for strategic or product related requirements.
4. Need to determine scale-up options.

C. PARTICIPATING GROUPS

PAPER DEVELOPMENT	ROGERS, GAUTAM, FLOYD, BALDWIN
FILTER DEVELOPMENT	RYDER, HEARN
PRODUCT DEVELOPMENT	NEWMAN
PHYSICAL RESEARCH	DWYER
ENGINEERING	VOGT

D. OTHER RESOURCES

ARD
SEMIWORKS
CTSD

2021385297

EXPORT PRODUCT DEVELOPMENT

- I. **OBJECTIVE:** Strategic Goal 1 Activities - Provide support to operations with respect to existing export products, in the areas of quality cost/productivity, capacity and environmental compliance.

A. STRATEGIES

1. Product Optimization - Changes to existing export products for the purpose of consolidation of product and material specifications; cost reduction and improvement of product performance.

- a. Export Product Standardization *→ Tropical Filter Elimination*
- b. L&M/Chesterfield Blend/Flavor Consolidation *Result of Project of 2010*
- c. Development of Softer Response Products for Korea *to enter Market place*

2. Filter Optimization - Changes to existing filtration mechanisms for the purpose of reduction of product variability, cost reduction, consolidation of material specifications, and productivity improvement.

- a. Carbon Consolidation
- b. Qualification of a Porous Combining Wrap
- c. Parliament Filter Redesign
- d. Support of High-Speed Combiner Development *(PSP)*

3. Tar Delivery Reduction - Specification changes to reduce delivery of products in regions where warranted.

- a. Lark Japan Family Tar Reduction *→ Early by in by manufacturing of program which is coming*
- b. Marlboro Korea Family Reduction

4. Conversion of 80mm Long Size FTB products to 83mm King Size FTB.

- 1. Marlboro LS to KS Conversion *As per sample to 88mm to be completed in 1995*
- 2. Parliament LS to KS Conversion

5. Packaging Revisions - Track changes in packaging of export products, specifically with respect to printed deliveries and the export warning notice program.

2021385298

II. **OBJECTIVE:** Strategic Goal 2 Activities - Support growth of international business, short term, through the launch of new commercial products and through support of affiliates and licensees.

A. **STRATEGIES:**

1. Product Launches for Japan

- Project 41
- Blend 322
- Marlboro 100 FTB

*New Production
Schedule
→ New Blend
for JPN Market
communications*

gr
work requests

2. Product Launches for Asia Region

3. Product Launches for EEMA/EEC Regions

4. Support of Marlboro Licensee Production by JT.

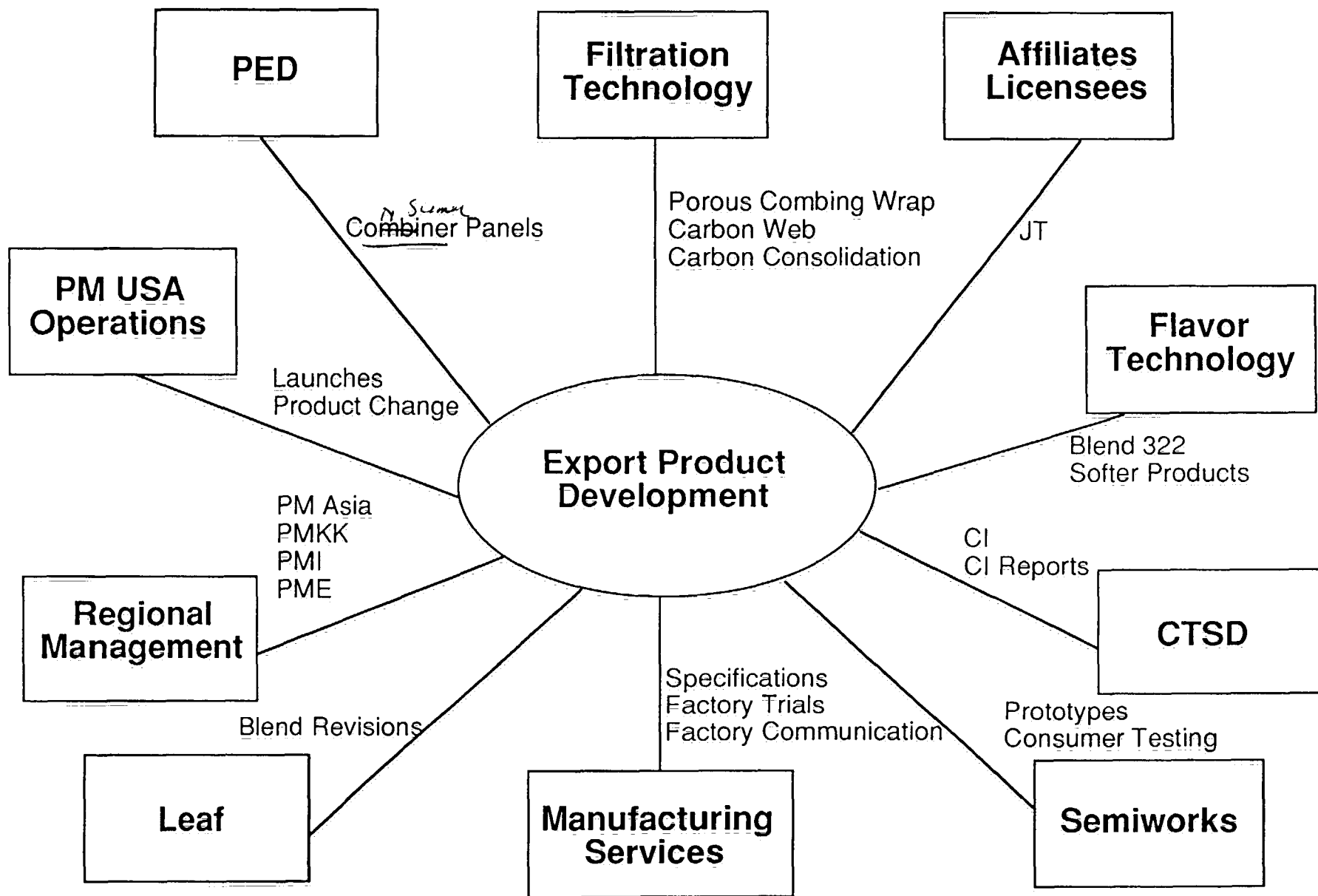
- Factory Location Change
- DIET Inclusion in Marlboro

5. Pan Asian Menthol

6. Evaluation of New Technologies

- Art
- Ambrosia
- Lotus

2021385299



0005801202

INTERNATIONAL PRODUCT DEVELOPMENT AFFILIATES AND LICENSEES

- I. **OBJECTIVE:** Contribute to the attainment of Strategic Goal 1 by supporting the existing products of affiliates and licensees.

STRATEGIES:

1. Corporate product improvement (Latin America) - Design changes that standardize (to USA) Latin American products. Assist with consumer testing and implementation.
2. Project Omega - Optimize/standardize the blend and casing/flavor system of the Philippine Marlboro.
3. Project Amethyst - Standardize the casing/flavor system of the European Marlboro.
4. USA Flavor Sourcing - Standardize in phases the casing/flavor system of the Mexican Marlboro (ensuring ingredient compliance). Source all phases from USA.

- II. **OBJECTIVE:** Contribute to the attainment of Strategic Goal 2 by developing products for affiliates and licensees.

STRATEGIES:

1. Corporate Product Development (Latin America) - Develop corporate products for the Latin America Region according to PM USA guidelines.
2. Local Product Development (Latin America) - Develop local products for the Latin America Region according to Regional guidelines.
3. Project 2000 - Begin manufacturing Marlboro in the People's Republic of China in 1995 under a licensee arrangement with CNTC.
4. EEMA BBS - Support EEMA in establishing and monitoring the production of Marlboro and L&M in Hungary, Poland and Yugoslavia.

2021385301

**DOMESTIC PRODUCT DEVELOPMENT AND SUPPORT
FLAVOR TECHNOLOGY PROGRAM**

PROGRAM COORDINATORS: Cox/Kroustalis

I. INGREDIENT REDUCTION

A. PROJECT GRAIN

Objective: Reduce the use of alcohol and humectants via reformulation.

1. **Strategy:** Incremental reduction of alcohol in burley top casing.
2. **Strategy:** Reduce alcohol in aftercut in combination with burley top casing alcohol reduction.
3. **Strategy:** Reduce/rearrange PG in the flavor system and combine with the burley top casing and aftercut alcohol reduction.
4. **Strategy:** Remove all alcohol from aftercuts using the sonolator with PG rearrangements in combination with the BTC alcohol reduction.

B. HUMECTANT REDUCTION

Objective: Unify humectant levels in domestic and export RL's and RCB.

1. **Strategy:** Reduce humectant levels in domestic reconstituted tobaccos.

C. MARLBORO RI

Objective: Develop a Marlboro Flavor System containing fewer than 40 listed components which support the subjective character in Marlboro cigarettes.

1. **Strategy:** Develop new reduced ingredient flavor system and subjective evaluation of the blend modifications.
2. **Strategy:** Develop best flavor system with reduced humectants.

2021385302

D. DISCOUNT RI

Objective: Develop a flavor system which is cost effective and has acceptable flavor characteristics on newly developed, cost effective blend and cigarette design.

E. REVISIONS

Objectives: To eliminate unwanted ingredients from the PM direct materials in compliance with legal requirements. To reduce ingredients and simplify sources of materials.

1. **Strategy:** Subjectively evaluate revised flavors and first shipment samples from vendors and determine acceptability.
2. **Strategy:** Identify alternate vendors for current direct materials and subjectively evaluate submissions.
3. **Strategy:** Reduce the number of sole source ingredients and remove unwanted flavor components.
4. **Strategy:** Assist the Flavor Center with subjective evaluations on flavor quality related issues.

II. LICORICE

A. LIQUID LICORICE

Objective: Implement the use of a liquid licorice to replace the existing block licorice in PM formulae which meets Philip Morris requirements of cost effectiveness and product consistency (specifications). The liquid licorice must be subjectively equal to the existing block licorice in PM finished products.

1. **Strategy:** Develop an analytical and subjective database.
2. **Strategy:** Implement cost analysis for all domestic production locations and research the pricing of the product by the vendor.
3. **Strategy:** Implement arrangements for consumer testing.
4. **Strategy:** Determine the feasibility of consolidating spray-dried licorice in export blended strip operations and export dry flavors.

2021385303

B. LICORICE REPLACEMENT

Objective: Investigate the development of a non-licorice based licorice substitute for use in all existing and new brands.

III. FLAVOR SYSTEM MODIFICATIONS

A. UNCOOKED FLAVOR SYSTEM

Objective: Replace the cooked flavor system for RLTC in anticipation of regulatory changes.

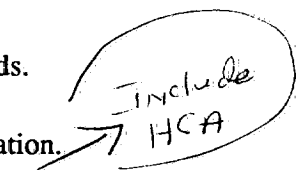
B. BURLEY SPRAY SPECIFICATIONS

Objective: Develop Burley Spray specifications for factory primaries.

IV. MENTHOL

A. STABLE MENTHOL

Objective: Develop new menthol technology to produce consistent menthol delivery in smoke under normal field conditions.

1. **Strategy:** Evaluate the feasibility of menthol release compounds.
2. **Strategy:** Investigate the feasibility of menthol microencapsulation. 
3. **Strategy:** Investigate the feasibility of menthol encapsulation by calcium alginate.
4. **Strategy:** Investigate menthol-in-dope (MID) for delivery stability.

B. PROJECT LEVO

Objective: Develop a menthol product to decrease PM's dependence on natural menthol through the use of synthetic menthol.

2021385304

V. MISCELLANEOUS

A. ALTERNATE HUMECTANTS

Objective: Produce RL's and RCB with alternate humectants for defensive purposes.

1. **Strategy:** Develop and evaluate alternate humectants replacing propylene glycol and glycerin in PM brands.

B. SYNTHETIC/NATURAL GLYCERIN AND TRIACETIN

Objectives: Establish acceptance specification for natural glycerin based on subjective and analytical criteria. Qualify natural glycerin-based triacetin as filter plasticizer.

1. **Strategy:** Identify trace impurities in natural glycerin and perform subjective evaluations to determine threshold levels of impurities.
2. **Strategy:** Analytically and subjectively evaluate natural glycerin-based triacetin for qualification as a filter plasticizer.

2021385305

**Domestic Product Development & Support
Existing Product Support**

PROCESSING PLANT SUPPORT

PARK 500

OBJECTIVES: Provide Flavor Technology support to Park 500 for flavor systems and process modifications to address capacity, economic, environmental and overall quality issues.

To subjectively evaluate materials from the Flavor Center which ~~show found to show~~ borderline analytical results.

To qualify potential alternate sources of RL to address capacity issues.

1. Project Work Processes:

Process Plant (Dry)	Leaf Department (Feedstock)
Flavor Center	Operational Services
Process Development (Process improvements and physicals)	

2. a. Intradepartmental Interactions

Process Development	Cigarette Technology
Semiworks	CTRD
ARD	PED

b. Interdepartmental Interactions

Leaf Department	Flavor Center
Processing Plant (Park 500)	Environmental
Engineering	

3. Priorities: Production Problems, Flavor Issues

4. Responsible: Swain, Taylor - Flavor Technology, Process Development,

5. Issues: Scheduling, {Turn around time, (analytical, cigarette making)}
Hold on production materials

Domestic vs International - Specifications
Humectants/Feedstocks

2021385306

PROCESSING PLANT SUPPORT

BL PLANT

OBJECTIVES: To increase capacity by increasing line speed at the BL Plant.

To increase the utilization level of mentholated tobacco dust in RCB.

To evaluate unwashed burley stems replacing washed burley stems in RCB to address environmental effluent issues.

To support cooked flavor production and scale-up the reactor at the Flavor Center. To qualify alternate sources for high fructose corn syrup and asparagine.

1. Project Work Processes:

Processing Plant	Leaf Department
Process Development	Flavor Center
Operational Services	

2. a. Intradepartmental Interactions

Process Development	Cigarette Technology
Semiworks	CTRD
ARD	PED

b. Interdepartmental Interactions

Leaf Department	Processing Plant (Park 500)
Process	Flavor Center
Environmental	Engineering

3. Priorities: Keep Production going

Production Problems	Flavor Issues
---------------------	---------------

4. Responsible: Swain, Hoskin - Flavor Technology, Process Development;

5. Issues:	Scheduling	Turn around time
	Domestic vs International	analytical
	Specifications	Cigarette Production
	Humectants	Hold on production materials
	Feedstocks	

2021385307

ET/NET

OBJECTIVES: To substitute and evaluate NET materials in existing brands.

1. Project Work Processes:

Factories	Leaf Department (Feedstock)
Cigarette Technology	Operational Services
Process Development (Process improvements and physicals)	

2. a. Intradepartmental Interactions:

Process Development	Cigarette Technology	Semiworks
CTRD	ARD	PED

b. Interdepartmental Interactions: Leaf Department

3. Priorities: Production Problems, Capacity Issues

4. Responsible: Swain, Taylor - Flavor Technology, Process Development,

5. Issues: Scheduling - Turn around time (analytical, cigarette production, Hold on production materials

Domestic vs International - Specifications (Humectants, Feedstocks)

2021385308

SUBJECTIVE SUPPORT

OBJECTIVES: To provide subjective evaluations (rod and smoking characteristics) of prototypes, modifications of existing brands, new brands and monitoring of competitors' products.

To provide training, maintenance and support to auxiliary panels (e.g., Richmond, Semi-Works, Filter, Paper and Cast Leaf.)

To provide subjective evaluations (rod and smoke characteristics) of development prototypes, modifications of existing brands and monitoring of export (PM and competitors) brands.

1. Project Work Processes:

a. Factories - problems -

- contaminated materials (packaging)
- processing variations
 - incorrect flavor systems and casing applications
 - incorrect blend formulations
 - incorrect packaging materials
- New brand start up

b. R&D

- POL's
- Subjective Characterization (Competitors)
- Developmental prototypes
 - Triacetin, Filters, Papers
 - Cast Leaf, Flavor Modification
 - Menthol, Solvent/Humectants
- Aging Studies
- Warehouse Studies

c. International

- New brand start up
- Subjective Characterization (Competitors)
- Developmental prototypes
- External Testing - Danchi/SPC/PMI/etc.
- Distribution Systems Studies
- Export Standardization
- Volatiles Studies
- Aging Studies

2021385309

2. a. Intradepartmental Interactions

Program Coordinators	CTSD
Cigarette Technology	Semiworks
Process Development	

b. Interdepartmental Interactions

Operational Services
Factory
Quality Engineering
Technical Services
Packaging Engineering

3. Priorities: - Factory Issues

Developmental Prototypes	POL's
Scheduled Studies	
Characterization	

4. Responsible: Karen Deane, Domestic Panel, International Panel, Solvent Panel, Cast Leaf Panel

5. Issues:

Scheduling
PANELISTS
Duplication of submissions
OBJECTIVES
Correct description of prototypes, analytical, testing requirement

MARLBORO STANDARDIZATION.

OBJECTIVES: Identify and reduce sources of variations in PM brands between production and processing facilities.

Provide training, maintenance and support to factory panels which could possibly identify and reduce sources of taste/odor/stale customer complaints.

Subjectively test externally (POL testing) Marlboro product from different production locations.

2021385310

1. Project Work Processes: - Technical Services

2. a. Intradepartmental Interactions

CTSD	ARD
Cigarette Technology	Semiworks
Flavor Technology (Analytical)	

b. Interdepartmental Interactions

Factories	Flavor Center
Direct Materials	Operational Services
Technical Services	

3. Priorities: - Top

4. Responsible: Karen Deane, Kai Lam, PED, J. Hutchinson, Technical Services; MF Standardization Panel

5. Issues: Limited Time and Resources

Development Good Manufacturing practices and specifications for make-pack.
Number of Panelists
Incentives

Factory Panels

- Management Support
- Facility
- Budgets
- Priorities
- Training
- Motivation
- Panelists

CIGARETTE STORAGE/TRANSPORTATION/SHIPPING STUDY

OBJECTIVES: Define the impact of cycling temperature and humidity typically seen within shipping containers and the effects of heating and cooling cycles on product discoloration, staining, subjectives, and analyticals.

Determine the impact of adverse environmental conditions upon the subjective character and analytical specifications of finished products. Compare the results of this study with similar studies conducted using products with carbon filters.

2021385311

Determine the subjective and analytical changes in products with carbon in filters which occur under various conditions with age.

1. Project Work Processes:

Flavor projects (Flavor and stability issues)
Cigarette Technology (International)
Quality Eng.
QA

2. a. Intradepartmental Interactions

Cigarette Technology
Flavor Technology (analytical and panels)
ARD
CTSD

b. Interdepartmental Interactions

QA

QE

3. Priorities: Different for each Department

4. Responsible: Willis, Garrett, and Hale - Flavor Technology, Cigarette Technology

5. Issues: HOW DOES IT SMOKE

Lack of clear objectives
OV's, Spotting, Staining, vs SUBJECTIVES

2021385312

- Small Scale -

Domestic Product Development & Support Existing Product Support

PROGRAM COORDINATORS: R. Cox, V. Willis, G. Yatrakis

A. ET/NET Product Inclusion

Objective: To substitute and evaluate NET materials in existing brands.

Strategy: Evaluate the substitution of NET processed #10 bright for DETA and incremental replacement of bright.

Strategy: Evaluate models that incorporate NET processed BLDET, burley and bright in various brands initially at current rates. The qualification of increased levels of NET materials in the various blends will be done on a secondary basis. Merit, Merit Ultra Lights, and Marlboro will be evaluated first.

Strategy: Evaluate models replacing DETA with BLDET at various levels in major brands.

B. CIGARETTE MANUFACTURING O.V.

Objective: Determine appropriate O.V. for cigarette manufacturing.

Strategy: Recommend appropriate adjustment to 24-hour pack O.V. targets and Tropical Filler targets.

Strategy: Propose O.V. manufacturing O.V. targets based on equilibrated O.V. 's of tobacco, composition of O.V.'s, factory conditions and effects of packaging materials.

More detailed in 50

C. PED PRODUCT QUALITY PROJECT.

Objective: Define and measure the determinants of consumers' perceptions of quality

Strategy: Conduct consumer surveys to rank cigarette defects with respect to their importance to consumers and consumers' awareness of them.

2021385313

Strategy: Analyze taste/odor/stale complaints to relate their frequencies to brand and smoker group characteristics - 2nd Qtr.

Strategy: Conduct surveys of complainants about TOS and other defects - 2nd Qtr.

D. PACKAGING STUDIES:

Objective: Qualify a supplier of waterborne printing ink.

Strategy: Establish a partnership with an ink company committed to waterborne inks.

Strategy: Develop an analytical method for the quantitation of the solvent components used in waterborne ink systems. Investigate the feasibility of static absorption by activated carbon in collecting residual solvent components of printed packaging material.

Objective: Develop a working database for Packaging Studies.

Strategy: Supply Computer Applications Division (CAD) with information needed to meet our computer needs.

Objective: Revise and update threshold and specification levels for gravure solvents as solvent mixtures used on printed packaging material changes.

Strategy: Determine threshold levels on various printing solvents which may be used on press.

Objective: Evaluate new package concepts for feasibility in the marketplace.

Strategy: Determine if pre-applied adhesive can be used successfully on cut labels.

Objective: Determine the effects of high barrier film on our product.

Strategy: Develop an analytical technique which will determine the barrier properties of overwraps, current and developmental.

Strategy: Determine the impact of the improved sealant layer developed by Hoechst for their high barrier OPP films on pack seal efficiency. Determine the impact of the Hoechst film on the product's ability to maintain targeted

2021385314

moisture levels in the desert and jungle rooms. Perform a preliminary subjective test to qualify the Hoechst High Barrier films.

Objective: Determine if products with Flavorseal packaging maintains their physical, chemical and subjective properties longer than products with polypropylene overwrap.

Strategy: Compare the polypropylene overwrap with the Flavorseal overwrap for the Winston and Winston Lights 100's SP and Salem and Salem Lights 100's SP.

E. FACTORY MODERNIZATION SUPPORT.

Objective: To provide support for the subjective qualification of factory primary modernization programs.

Strategy: Qualify the new MZM export strip operation at McKinney, VA.

Strategy: Qualify new P & S Dryer at the MC.

Strategy: Replace new dryer at single rate.

Strategy: Replace and qualify A/C cylinder at the MC.

Strategy: Qualify two new bulk alcohol storage tanks at M/C.

Strategy: Qualify Direct Cylinder Conditioning at Cabarrus.

Strategy: Qualify reconditioned S-2 CO₂ storage tank at M/C.

Strategy: Qualify DIET stem reclamation from the VT separator.

Objective: Evaluate and modify Semi-Works Small Scale to achieve parity with Large Scale.

Strategy: Small Scale Processing will continue to be used as a screening tool to reduce the number of samples requested for large scale processing.

Strategy: Establish operating procedures and processing parameters for the new equipment.

2021385315

Strategy: Examine the individual processing steps and strive to understand and minimize the differences between Large Scale and Small Scale.

F. TOBACCO MATERIALS AND RECLAMATION.

Objective: Subjectively evaluate returned goods and/or out of specification filler to determine most cost effective disposition

Strategy: Determine most cost effective disposition (ripper, expanded, sheet products) of filler while maintaining subjective integrity.

G. PROCESSING PLANT SUPPORT.

Objective: Provide Flavor Technology support to Park 500 for flavor systems and process modifications to address capacity, economic, environmental and overall quality issues.

Strategy: Provide support for the evaluation of by-products utilization at Park 500.

Strategy: Develop and evaluate alternate denitration options with Process Development through separate Burley stem processing.

Objective: To subjectively evaluate materials from the Flavor Center which show found to show borderline analytical results.

Strategy: Analytically and/or subjectively evaluate suspect materials submitted through Operations Services from the Flavor Center.

Objective: To qualify potential alternate sources of RL to address capacity issues.

Strategy: Develop and evaluate alternate(Jobbers) sources of RL with the RLTC flavor system to address long term capacity and European sourcing issues.

Objective: To increase capacity by increasing line speed at the BL Plant.

Strategy: Conduct a dryer study to determine the temperature profiles for the existing line at the BL plant in order to predict dryer temperature profiles needed at 350 fpm.

2021385316

Objective: Develop a liquid flavor system to replace dry flavors in RCB while maintaining subjective parity.

Strategy: Implementation will be supported by the preparation of drums of 75-700 at the Flavor Center and personnel will monitor the initial startup. Initial RCB (100%) cigarettes will be subjectively evaluated by members of Group 2305.

Objective: To increase the utilization level of mentholated tobacco dust in RCB.

Strategy: Request trials of the elevated levels of Class 6 in Cast Leaf Pilot Plant prior to production trials.

Objective: To evaluate unwashed burley stems replacing washed burley stems in RCB to address environmental effluent issues.

Strategy: Subjectively qualify unwashed burley stems in production RCB.

Objective: To support cooked flavor production and scale-up the reactor at the Flavor Center. To qualify alternate sources for high fructose corn syrup and asparagine.

Strategy: Flavor Technology personnel will support these goals through collaborations with Operations Services, Engineering, Purchasing and Flavor Center personnel to formulate with the alternate materials and evaluate 75-814 from the improved reactor system.

H. SUBJECTIVE PANELS.

Objective: To provide subjective evaluations (rod and smoking characteristics) of prototypes, modifications of existing brands, new brands and monitoring of competitors' products.

Strategy: Conduct evaluations on development programs, monitoring of domestic competitive brands and any problems associated with production and/or processing plants.

Objective: To provide training, maintenance and support to auxiliary panels (e.g., Richmond, Semi-Works, filter, paper and Cast Leaf.)

2021385317

Strategy: Train auxiliary panels to screen development prototypes and to judge acceptability of final products.

Objective: To provide subjective evaluations (rod and smoke characteristics) of development prototypes, modifications of existing brands and monitoring of export (PM and competitors) brands.

Strategy: Continue to monitor existing brands and provide subjective evaluations in prototype development. Further training will be conducted to standardize panel.

I. MARLBORO STANDARDIZATION.

Objective: To identify and reduce sources of variations in PM brands between production and processing facilities.

Strategy: Conduct factory pickups and a standard run to monitor the quality of Marlboro by subjective and analytical testing.

Objective: Provide training, maintenance and support to factory panels which could possibly identify and reduce sources of taste/odor/stale customer complaints.

Strategy: Training for factory panels and quarterly panel leader workshops will be conducted. The factory panels will monitor their daily production which could identify and possibly reduce taste/odor/stale customer complaints. Factory panels will also evaluate factory pickups and Standard Run X for monitoring purposes.

Objective: Subjectively test externally (POL testing) Marlboro product from different production locations.

Strategy: POL testing (monadic evaluation) of scheduled factory pickups and cigarettes produced from Standard Run X. This will aid in defining Marlboro control regions and provide continuous monitoring of the different factories.

2021385318

J. CIGARETTE STORAGE/TRANSPORTATION/SHIPPING STUDY

Objective: Define the impact of cycling temperature and humidity typically seen within shipping containers and the effects of heating and cooling cycles on product discoloration, staining, subjectives, and analyticals.

Strategy: Subjectively evaluate the fifteen models that were shipped to KGF and returned to Richmond without being exposed to the simulated study with cycling temperature and humidity conditions. Evaluate each of the models from the scheduled acquisitions of the simulated study and compare them to the control to determine when and how the subjective effects of the products changed.

Strategy: Repeat the testing in Strategy #1 with specified models and conditions for the Export Product Standardization - Singapore and the GCC Study to determine the effects of cycling temperature and humidity conditions in the shipping containers. Conditions, based on previous data, will be simulated in a controlled environmental chamber.

Objective: Determine the impact of adverse environmental conditions upon the subjective character and analytical specifications of finished products. Compare the results of this study with similar studies conducted using products with carbon filters.

Strategy: Environmental testing with subjective and analytical tracing to determine the effect of subjectives and flavor at adverse conditions.

Objective: Determine the subjective and analytical changes in products with carbon in filters which occur under various conditions with age.

Strategy: Environmental testing with subjective and analytical tracing to determine the effects of subjectives and flavor at adverse conditions

gny/opplan:eps.sum

2021385319

Product Development



A) Premium Brands

1) Work Processes

Issues:

B&H Line Extensions

- Lights Products Redefined
- Non-Approved Packaging Material
- Product Approval Required

Merit 3/6mg

- Defining Program

Virginia Slims

- 100mm V.S. Lts LSS
 - Paper Definition
- VSSS 9mg
 - "Right Move" for Business
- V.S. K.S.
 - Machinery
 - Product Definition

2021385320

Product Development



B) Marlboro

1) Work Processes Issues

Marlboro Medium 100's

- Test Data for 13 tar/10 puffs
- Product Decision

? { Marlboro/Marlboro Lights Position

- What is Being Considered

Marlboro Wides

- Machinery to Process Product Correctly

Marlboro Blend Studies

- Two Separate Projects

ET \approx 15%

2021385321

Product Development



D) Marketing Support Program

Issue:

Commitments to Marketing need to be addressed in Product Development first

{ Definition
of
Process

2021385322

Product Development



E) Consumer Testing

Issues:

*Establish
that
protocol
up front*

- Determine when test replications necessary
- Establishing Program (criteria)

All Testing Completed Is What We Say It Is

2021385323

Product Technology



1) Work Processes:

Issues:

Low Tar High Flavor

- Set Parameters

Prelim Meetings

Project ART

Issues:

- Coordination of filler from extraction through cigarette making
- Murphy's Law!

Project Ambrosia

I.

- G.E.V. Specification
- Adhesive Specification

*Ambrosia 150
Spec*

II.

- Paper Specification
- Low/Neutral Aroma Compound

*The HCA
Material*

2021385324

Product Technology



New Packaging Concepts/Added Value

- Availability/time requirements for product requested

Computer Application

- Time/Approval/Implementation

2021385325



3) Priorities

- Focused on Commercialization
B&H KS
 - Define by March
 - Ad Pack and Factory Trial by March/April

MF Medium 100

- Define by March for Factory Trial

V.S. Lts 100's - LLS

- Product ready by September 1

Merit 3/6mg

- 4th Quarter, POL testing

V.S. KS

- 4th Quarter, POL testing

NET Inclusion

- What is the Real Date?

Definition

2021385326



Issues with Information Flow

- Immediate attention to Project Objective Changes
 - Modifications
 - Additions
- Immediate attention to Product Requirements
- Allow Product Development most effective use of time

2021385327

Project Tomorrow



Project Processes

1. Project Coordinator establishes scope of project Dwyer
2. R&D Product Development personnel design and input prototypes for production
 - a. Computer Modelling Newman/Peace
3. R&D Product Development personnel monitor Semiworks production runs
 - a. Primary Processing Leaf Group Moogalian
Flavor Technology Taylor
 - b. Make/Pack Product Development Newman/Peace
4. Samples submitted to CTS for analyticals Peace/Newman
5. Samples smoked for subjectives
 - a. Flavor Technology
 - b. Leaf Group
 - c. Richmond Panel
6. Analytical results reviewed Dwyer/Newman

2021385328

Project Tomorrow



Priorities

1. Develop low density blends, utilizing DIET and NET tobaccos and small lamina for selected brands in order to reduce their puff counts
2. Fabricate, CTSD test, and subjectively evaluate low MBR products
3. Optimize subjectives through re-design where necessary

2021385329

Project Tomorrow



Intra and Interdependent Interactions

1. Blend Development
2. Cigarette Design
3. Prototype Production
4. Analytical Evaluation
5. Subjective Evaluation

2021385330

N.E.T.



Project Processes

1. Project Coordinator establishes scope of project Fischer
2. R&D Product Development personnel design and input prototypes for production
a. Computer Modelling Peace
3. R&D Product Development personnel monitor Semiworks production runs
a. Primary Processing Taylor/Moogalian
b. Make/Pack Peace/Moogalian
4. Samples submitted to CTS for analyticals Peace
5. Samples smoked for subjectives
a. Flavor Technology
b. Leaf Group
6. Analytical results reviewed

2021385331

N.E.T.



Priorities

1. Produce N.E.T. prototype equal to DIET

2021385332

N.E.T.



Responsibilities

Advisory Committee	Heretick/Myracle/ Spielberg/Riggan
N.E.T. Coordinator	Fischer/Dobbs
Product Design (Cigarette)	Peace/Rockwell
Blend Development	Moogalian
Flavor Development	Taylor
Subjective Evaluation	Group
Production	Semiworks
Analytical Testing	CTSD
Implementation	Rockwell/Peace/Moogalian

2021385333

N.E.T.



Intra and Interdepartmental Interactions

1. Process Development
2. Blend Development
3. Cigarette Design
4. Prototype Production
5. Analytical Evaluation
6. Subjective Evaluation

2021385334

STRATEGIC GOAL 2

Product Development

A. Premium Brands

Objective: Identify and develop logical line extensions and repositioning of existing products to fill unaddressed opportunities and to address changing market opportunities.

B&H Line Extensions
Merit Ultima
3mg Merit
6mg Merit
Va. Slims K.S.
Va. Slims 100's Lights 50% VSS Reduction
Va. Slims Superslims @ 9mg
Parliament Lights Menthol

B. Marlboro

Objective: To identify and develop appropriately positioned line extensions for the family of products, reposition existing products and modify products to suit business needs.

Marlboro Medium 100's
Marlboro Blend Study
Marlboro/Marlboro Lights Positioning
Marlboro Extra Lights
Marlboro Wides

C. Discount Brands

Objective: To develop discount brands that satisfy unaddressed market opportunities; to make discount brands more cost effective.

Alpine
Bucks
Slims 100
Full Flavor Menthols

2021385335

D. Marketing Support Program

Objective: To support Marketing and Marketing Research efforts in the areas of focus groups, ad packs and packaging concept tests. To provide cigarette prototypes, special packagings and product information necessary to assess feasibility of concepts.

1. Pack Odor Blotters
2. B&H Ad Pack
3. Circumference, length variations for Marlboro Wide Program.
4. Ring tipped menthol products for focus group testing.

E. Consumer Testing

Objective: Generate a database of strength and liking scores for PM and competitors' products to identify new product opportunities and product/process improvements.

Global Monadics
Marlboro Monadics
"Special" Monadic Testing

2021385336

STRATEGIC GOAL 3

A. Low Tar High Flavor

Objective: Develop new technologies which will allow, within the next two to four years "Ultra Low" tar 2-4mg cigarettes with sensorial experience of "Lights" or full flavored cigarettes.

Preliminary Meetings

B. Project Art

Objective: Develop subjectively acceptable products with a significant reduction in nicotine delivery from filler which through supercritical CO₂ extraction, has a reduction in nicotine content.

Half Nic
DeNic

C. Project Ambrosia

Objective: Develop Ambrosia I products with modified vanilla-type odor. Develop Ambrosia products with low smoke, low odor, and low smoke/low odor.

Ambrosia I
Ambrosia II

D. Consumer Testing Internal

Objective: To improve sensory testing guidance by developing new procedures and stream-lining existing procedures and by increasing our knowledge affecting blind sensory test results.

Evaluate Current Panels
Data Presentation
Develop New Test Methods

E. Consumer Research (Added Value)

Plans not approved

2021385337

F. New Packaging Concepts/Added Value

Objective: Provide support services to customers in the following areas: New York Marketing, Domestic and International Product Development, Filter Technology, Paper Technology, Engineering Packaging Group, Flavor Technology Packaging Group, and Semiworks. The services provided are necessary to assist in the design and fabrication of materials, components, and machinery for the timely and efficient assessment of new and novel packaging and paper designs.

ex: Circumferences
 Cigarette Lengths
 Filter Lengths

G. Computer Application

Objective: Design and implement an integrated modelling and database management system for product development.

Semiworks Request
Specifications
Design Model

2021385338

DOMESTIC PRODUCT DEVELOPMENT AND SUPPORT

PRODUCT DEVELOPMENT

STRATEGIC GOAL ACTIVITIES 2

Premium Brands

- B&H KS
- Merit 1, 3, 6mg
- Virginia Slims
- Parliament KS Menthol

Marlboro

- Medium 100's
- Full Flavor and Lights Blend Study
- Extra Lights
- Ultra Lights
- Wides

Discount Brands

- Alpine
- Bucks
- Generic Full Flavor Menthol
- Slims

Marketing Support Program

- Package Odor Study
- Ad Packs
- Circumference Study

Consumer Testing

- POLs



2021385339

**DOMESTIC PRODUCT
DEVELOPMENT AND
SUPPORT**



PRODUCT TECHNOLOGY

**STRATEGIC GOAL
ACTIVITIES**

3

Low Tar/High Flavor

Project Art

- De-Nic
- Half-Nic

Project Ambrosia

- Ambrosia I
- Ambrosia II

New Packaging Concepts

Computer Application

2021385340

DOMESTIC PRODUCT DEVELOPMENT

Project Name: B&H KS LINE EXTENSION

Departmental Personnel:	Warren Claflin	Technical Advisor
	Morris White	Domestic Product Development
	Howard Maxwell	Flavor Technology
	Bill Geiszler	Paper Technology
	Greg Patron	Filter Technology
	Debbie Atkinson	POL Administration, DPD
	Mable Fleming	PED

Interdepartmental Personnel:	Truman Foster	Commercial Development
	Duane Wilder	Engineering
	Mark Guy	Engineering
	Steve Walton	Production
	Bill Atkins	Production
	Sainta Haywood	Operation Services
	Terry Burgess	Operation Services
	Kevin Thompson	Operation Services

Project Name: MERIT ULTIMA

Departmental Personnel:	Warren Claflin	Technical Advisor
	Barbara Monahan	Domestic Product Development
	Charlie Altizer	Domestic Product Development
	Janet Spruill	Domestic Product Development
	Morris White	Domestic Product Development
	Jim Pflueger	Flavor Development
	Don Laslie	Filter Development

Interdepartmental Personnel:	Susan Wagner	Cabarrus, Production
------------------------------	--------------	----------------------

Project Name: 3mg MERIT

Departmental Personnel:	Warren Claflin	Technical Advisor
	Charlie Altizer	Domestic Product Development
	Morris White	Domestic Product Development
	Jim Pflueger	Flavor Technology
	Bill Geiszler	Paper Technology
	Don Laslie	Filter Technology
	Armine Manwaring	PED

Interdepartmental Personnel:	Billy Riggan	Leaf
------------------------------	--------------	------

C. Moogaham " "

*Crawtha
Skalak*

B. Monahan

2021385341

Project Name: 6mg MERIT

Departmental Personnel: Warren Claflin Technical Advisor
Charlie Altizer Domestic Product Development
Cravotta *B. Monahan* ~~Morris White~~ Domestic Product Development
Jim Pflueger Flavor Technology
Bill Geiszler Paper Technology
Don Laslie Filter Technology
Armine Manwaring PED

Interdepartmental Personnel: Billy Riggan Leaf
C. Moogalian "

Project Name: VIRGINIA SLIMS KING SIZE

Departmental Personnel: Linda Wettle Domestic Product Development
Jim Pflueger Flavor Technology
Barbro Goodman Paper Technology
Arlington Finley Filter Development
Armine Manwaring PED
Page Callahan PED

Interdepartmental Personnel: Ray Jones Operations Services
Pete Talley Engineering

Project Name: VIRGINIA SLIMS SUPERSLIMS

Departmental Personnel: Linda Wettle Domestic Product Development
Barbro Goodman Paper Technology
Arlington Finley Filter Technology
Jim Pflueger Flavor Development
Armine Manwaring PED

Interdepartmental Personnel: Ray Jones Operations Services

Project Name: PARLIAMENT LIGHTS MENTHOL

Departmental Personnel: Warren Claflin Technical Advisor
Morris White Domestic Product Development
Tom Gannon Flavor Technology
Judy Ryder Filter Technology
Bill Geiszler Paper Technology

2021385342

Interdepartmental Personnel: Terry Burgess Operation Services
Jack Horne Operation Services
Kevin Thompson Operation Services
Bill Atkins Production
Bill Wray Engineering
Charlie Hansen Engineering

Project Name: MARLBORO Medium 100's

Departmental Personnel: Janet Spruill Domestic Product Development
Morris White Domestic Product Development
Rockwell
Claplin
Reggie Newsome Filter Technology
Marshall Garrett Flavor Development
Barbara Joyner PED

Project Name: MARLBORO/MARLBORO LIGHTS

Departmental Personnel: Janet Spruill Domestic Product Development
Atkins
Rockwell
Vinson
Claplin
Marshall Garrett Flavor Development
Armine Manwaring PED

Interdepartmental Personnel: Ronnie Keatts Leaf Department

Project Name: MARLBORO EXTRA LIGHTS

Departmental Personnel: Warren Claplin Technical Advisor
Barbara Hendricks Domestic Product Development
Marshall Garrett Flavor Development
Armine Manwaring PED

Interdepartmental Personnel: Billy Riggan Leaf Department
Ray Jones Operations Services

Project Name: MARLBORO ULTRA LIGHTS

Departmental Personnel: Barbara Hendricks Domestic Product Development
Janet Spruill Domestic Product Development
Marshall Garrett Flavor Development
Armine Manwaring PED

Interdepartmental Personnel: Ronnie Keatts Leaf Department
Ernie Weston Operations Services

2021385343

Project Name: MARLBORO WIDES

Departmental Personnel:

Debbie Newman	Domestic Product Development
Janet Spruill	Domestic Product Development
Warren Claflin	Domestic Product Development
Marshall Garrett	Flavor Development
Reggie Newsome	Filter Development
Barbro Goodman	Paper Development
Jan Jones	PED

Interdepartmental Personnel: Ed Woolridge Engineering

Project Name: ALPINE

Departmental Personnel:

Barbara Monahan	Domestic Product Development
Mable Fleming	PED

Project Name: BUCKS

Departmental Personnel:

Buddy Peace	Cigarette Technology
Warren Claflin	Technical Advisor
George Yatrakis	Flavor Development
Judy Ryder	Filter Development
Bill Geiszler	Paper Development
Mable Fleming	PED

Project Name: Slims 100's

Departmental Personnel:

Warren Claflin	Technical Advisor
Barbara Monahan	Domestic Product Development
Armine Manwaring	PED

Interdepartmental Personnel: Truman Foster Commercial Development
 Santa Haywood Operations Services

Project Name: Full Flavor Menthol

Departmental Personnel:

Warren Claflin	Technical Advisor
Barbara Monahan	Domestic Product Development
Mable Fleming	PED

Interdepartmental Personnel: Truman Foster Commercial Development

2021385344

Project Name: PROJECT AMBROSIA I

Departmental Personnel: Linda Wettle Domestic Product Development
Cravotta Barbro Goodman Paper Technology
George Yatrakis Flavor Development
Barbara Joyner PED

Interdepartmental Personnel: Pete Talley Engineering

Project Name: PROJECT AMBROSIA II

Departmental Personnel: Linda Wettle Domestic Product Development
Cravotta Jim Pflueger Flavor Development
Barbro Goodman Paper Technology
Barbara Joyner PED
Mable Fleming PED
Arlington Finley Filter Development

Grubbs/Hamilton Chem. Research

Project Name: CONSUMER TESTING (POLs)

Departmental Personnel: Daisy Birdsong Semiworks
Debbie Atkinson Domestic Product Development (*Specific*)
Flavor Technology
Flavor Smoking Panel

Interdepartmental Personnel: PED Panel Dependent
OP Services As assigned
Tech. Services As assigned
CI Laboratory Group
Richmond Smoking Panel
Precon

Project Name: COMPUTER APPLICATIONS

Departmental Personnel: Charlie Altizer Product Development, USA
Warren Claflin
Sherry Baldwin
Judy Smith
PED Coordinator
Semiworks Coordinator
CI/QA Coordinator
Operations Services Representative
Bill Dwyer
Bennie Good
Robin Lipps
Bob Maher

2021385345


Project Team -- ART



Tom Gannon	-	Aftercut/Casing Development
	-	Filler Requestor
	-	Coordination
Barbara Hendricks	-	Cigarette Design/Requestor
Greg Patron	-	Filter Design/Requestor
Bermuda Hundred	-	Filler Extraction
D-Pilot Plant	-	Expansion
Semiworks	-	Processing and Fabrication
CTSD ARD ARD	-	Analyze

2021385346

PHILIP MORRIS U.S.A.
INTEROFFICE CORRESPONDENCE
Richmond, Virginia

To: Those Listed
From: D. Leyden 
Subject: 1992 R&D Operational Plan

Date: February 28, 1992

Attached is the 1992 R&D Operational Plan. The contents are essentially those submitted to me by the Program Coordinators. Please review these with special attention to those R&D Programs which fall under your directorate. The Program Coordinators should submit any revisions to me by March 16, 1992.

/s
Those Listed
H. G. Burnley
J. L. Charles
C. L. Ellis
R. P. Heretick
K. S. Houghton
W. F. Kuhn
A. C. Lilly
J. L. Myracle
H. L. Spielberg
J. F. Whidby

2021385347



1992

Philip Morris USA R&D

Product Development Department

Operational Plans

Confidential

2021385348

Copy No. 3

Issued To: R. HERETICK

DOMESTIC PRODUCT
DEV. & SUPPORT

2021385349

PRODUC I
DEVELOPMENT

2021385350

10-20
15-04-08m
2-14

OPERATIONAL PLANS

DOMESTIC PRODUCT DEVELOPMENT

1992

2021385351

DOMESTIC PRODUCT DEVELOPMENT AND SUPPORT PROGRAMS

1) Product Development

A. Premium Brands

B&H

Merit

Virginia Slims

Parliament

Marlboro

Discount Brands

Marketing Program Support

(Players Navy Cut (?)

No Plans

Consumer Testing

The above program, we feel, should be in Strategic Goal #2.

2021385352

A. PREMIUM BRANDS

B&H KS LINE EXTENSION

- I. Objective: Design and develop a B&H King Size Menthol and Regular Full Flavor and Lights
- II. Explanatory Introduction: Expand market potential for B&H KS Menthol to 60% of population that prefers KS, specifically to appeal to younger blacks (90% of which smoke menthol).
- III. Strategies:

Strategy I: Develop and design prototypes

- | | |
|---------------------------------|---------------|
| A. Initial prototype design | January 1991 |
| B. Prototype production | January 1991 |
| C. Prototype analytical testing | February 1991 |

Strategy II: Investigate menthol blend MB4B vs. B&H Menthol

- | | |
|----------------------------------|------------------|
| A. Design and produce prototypes | 2nd Quarter 1991 |
| B. Tar/menthol interaction POL's | 2nd Quarter 1991 |
| C. Blend decision | 3rd Quarter 1991 |

Strategy III: Test designs and blends

- | | |
|-----------------------------------|------------------|
| A. Baseline regular/menthol POL's | 3rd Quarter 1991 |
| B. Adpack campaign | 4th Quarter 1991 |
| C. Specifications drafted | 1st Quarter 1992 |
| D. Extended use trial | 1st Quarter 1992 |
| E. Factory trials | March 1992 |
| F. Second Adpack | March 1992 |

Strategy IV: Redesign and develop a light menthol prototype with a higher tar/puff and menthol/puff to appeal to full flavor menthol smokers (Newport, Kool, and Salem)

A. Initial prototype design	January 1992
B. POL production	February 1992
C. POL analytical testing	February 1992
D. Ship POL	February 1992

Strategy V: Launch

A. Factory start-up	April 1992
B. CPC approval	April 1992
C. National launch	September 1992

Strategy VI: Net inclusion -- driven by NET Program timetable

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Morris White	Domestic Product Development
Howard Maxwell	Flavor Technology
Truman Foster	Commercial Development
Bill Geiszler	Paper Technology
Greg Patron	Filter Technology
Debbie Atkinson	POL Administration, DPD
Mable Fleming	PED
Duane Wilder	Engineering
Mark Guy	Engineering
Steve Walton	Production
Bill Atkins	Production
Sainta Haywood	Operation Services
Terry Burgess	Operation Services
Kevin Thompson	Operation Services

V. Potential Projects

- B&H KS Ultra Lights
- B&H Medium
- LS/LO and Value Added

MERIT ULTIMA

- I. Objective: Support Merit Ultima launch
- II. Explanatory Introduction: The full margin products have been developed for National launch on February 17. The products offer more mainstream taste in the ultra low tar deliveries. (1mg KS/2mg 100's)
- III. Strategies:
- Strategy I: Identify and resolve filter production challenges
- A. On-site inspection of production processes 1st Quarter 1992
- B. Recommendations 1st Quarter 1992
- III. Resource Allocations:
- | | |
|-----------------|------------------------------|
| Warren Claflin | Technical Advisor |
| Barbara Monahan | Domestic Product Development |
| Charlie Altizer | Domestic Product Development |
| Janet Spruill | Domestic Product Development |
| Morris White | Domestic Product Development |
| Susan Wagner | Cabarrus, Production |
| Jim Pflueger | Flavor Development |
| Don Laslie | Filter Development |
- IV. Potential Projects
- Merit Ultima Menthol
 - Low sidestream/low aroma

2021385355

3mg MERIT

- I. **Objective:** Design and develop a 3mg product with the subjective attributes of a 6mg cigarette.
- II. **Explanatory Introduction:** The Merit Ultra Light product needs revitalization with an added benefit. The benefit identified is equal taste at 3mgs tar to the existing 5mg tar Ultra Lights.
- III. **Strategies:**
- Strategy I: Design and develop initial prototypes using conventional materials
- | | |
|---------------------------------|------------------|
| A. Prototype modelling | 1st Quarter 1992 |
| B. Prototype production | 2nd Quarter 1992 |
| C. Prototype analytical testing | 2nd Quarter 1992 |
| D. Internal subjective testing | 2nd Quarter 1992 |
- Strategy II: Design and develop prototypes using new and/or novel components
- | | |
|-------------------------|------------------|
| A. Blend Development | 2nd Quarter 1992 |
| B. Filter Development | 2nd Quarter 1992 |
| C. Paper Development | 2nd Quarter 1992 |
| D. Prototype production | 3rd Quarter 1992 |
- Strategy III: Evaluate prototypes
- | | |
|----------------------------|------------------|
| A. Baseline POL production | 3rd Quarter 1992 |
| B. Internal testing | 3rd Quarter 1992 |
| C. Monadic POL testing | 4th Quarter 1992 |
| D. Pair comparison testing | 4th Quarter 1992 |

Strategy IV: Net inclusion -- driven by NET Program timetable.

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Charlie Altizer	Domestic Product Development
Morris White	Domestic Product Development
Jim Pflueger	Flavor Technology
Bill Geiszler	Paper Technology
Don Laslie	Filter Technology
Billy Riggan	Leaf

V. Potential Projects

- 3mg Merit Menthol
- Low sidestream/low aroma and value added

2021385357

6mg MERIT

- I. **Objective:** Design and develop a 6mg product with the subjective attributes of a 8mg cigarette.
- II. **Explanatory Introduction:** The 8mg flavor low Merit needs revitalization with an added benefit. The benefit identified is equal taste at 8mg as at 6mg.
- III. **Strategies:**
- Strategy I: Design and develop initial prototypes using conventional materials
- | | |
|---------------------------------|------------------|
| A. Prototype modelling | 1st Quarter 1992 |
| B. Prototype production | 2nd Quarter 1992 |
| C. Prototype analytical testing | 2nd Quarter 1992 |
| D. Internal subjective testing | 2nd Quarter 1992 |
- Strategy II: Design and develop prototypes using new and/or novel components
- | | |
|--------------------------|------------------|
| A. Blend investigations | 2nd Quarter 1992 |
| B. Filter investigations | 2nd Quarter 1992 |
| C. Paper investigations | 2nd Quarter 1992 |
| D. Prototype production | 3rd Quarter 1992 |
- Strategy III: Evaluate prototypes
- | | |
|----------------------------|------------------|
| A. Baseline POL production | 3rd Quarter 1992 |
| B. Internal testing | 3rd Quarter 1992 |
| C. Monadic POL testing | 4th Quarter 1992 |
| D. Pair comparison testing | 4th Quarter 1992 |

Strategy IV: Net inclusion -- driven by NET Program timetable.

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Charlie Altizer	Domestic Product Development
Morris White	Domestic Product Development
Jim Pflueger	Flavor Technology
Bill Geiszler	Paper Technology
Don Laslie	Filter Technology
Billy Riggan	Leaf

V. Potential Projects

6mg Merit Menthol

Low sidestream/low aroma and value added

2021385359

VIRGINIA SLIMS KING SIZE

- I. **Objective:** Design and develop Virginia Slims King Size, Regular and Menthol line extensions
- II. **Explanatory Introduction:** Virginia Slims 100's smokers have become older. Young smokers are not entering the brand. The King Size products with social benefit have been identified as a possible way to attract young smokers while not losing those currently attracted by 100's.
- III. **Strategies:**
- Strategy I: Develop and design prototypes at 24.0 circumference
- | | |
|---|------------------|
| A. Initial prototype design | February 1992 |
| B. Prototype production | February 1992 |
| C. Prototype analytical testing | March 1992 |
| D. Evaluate alternate blends/flavors | March/April 1992 |
| E. Generic prototypes (generic program) | 1st Quarter 1992 |
- Strategy II: Develop paper specifications needed to achieve both a 9mg to 11mg LSS product, driven by taste equal to 11mg tar
- | | |
|---|------------------|
| A. Design and produce prototypes | 1st Quarter 1992 |
| B. Determine commercialization of specified paper | 2nd Quarter 1992 |
- Strategy III: Evaluate application methods for GEV to the cigarette paper
- | | |
|--|----------------|
| A. Develop specifications for GEV | September 1992 |
| B. Develop specifications for GEV added to the rod seam adhesive | November 1992 |
| C. Modify unit to apply adhesive uniformly | November 1992 |
| D. Investigate coating cigarette paper with GEV | September 1992 |

2021385360

IV. Resource Allocations:

Linda Wettle
Jim Pflueger
Barbro Goodman
Ray Jones
Pete Talley
Arlington Finley
A. Manwaring
P. Callahan

Domestic Product Development
Flavor Technology
Paper Technology
Operations Services
Engineering
Filter Development
PED

2021385361

VIRGINIA SLIMS SUPERSLIMS

- I. **Objective:** Design and develop a 9mg Virginia Slims Superslims regular and menthol
- II. **Explanatory Introduction:** Based on information to date, the VSSS at 6mg tar using low sidestream cigarette paper is rated stronger than Capri at 9-10mg tar. Low sidestream cigarette paper gives a higher strength perception. It is not recommended that the current product be increased in tar since the increased tar would move the VSSS product further away in sensorial perception from Capri.
- III. **Strategies:**
- Strategy I: Develop and design prototypes:
- | | |
|---------------------------------|---------------|
| A. Initial prototype production | October 1991 |
| B. Prototype production | December 1991 |
| C. Prototype analytical testing | January 1992 |
- Strategy II: Develop paper specifications needed to achieve 9mg product (LSS)
- | | |
|--|------------------|
| A. Design and produce prototypes with current available papers | 1st Quarter 1992 |
| B. Specify and commercialize paper | 2nd Quarter 1992 |
- Strategy III: Determine filter and ventilation changes necessary to achieve a 9mg product
- | | |
|----------------------------------|------------------|
| A. Design and produce prototypes | 2nd Quarter 1992 |
|----------------------------------|------------------|
- Strategy IV: Consumer testing
- | | |
|----------------|-----------|
| A. POL testing | June 1992 |
|----------------|-----------|

2021385362

IV. Resource Allocations:

Linda Wettle	Domestic Product Development
Barbro Goodman	Paper Technology
Arlington Finley	Filter Technology
Ray Jones	Operations Services
Jim Pflueger	Flavor Development
Armine Manwaring	PED

V. Potential Projects:

- Prototypes produced with conventional blends, i.e., Marlboro and B&H Lights -- June 1991
- Prototypes produced with conventional papers and blends -- December 1991
- Cost effective charcoal filter for export

2021385363

PARLIAMENT LIGHTS MENTHOL

- I. **Objective:** Develop a 9.0mg tar Parliament Lights Menthol LS FTB, 10's LS FTB, and 100's SP product for Region I test market to compete with Newport Lights.
- II. **Explanatory Introduction:** Expand appeal for Parliament with recessed filters for approximately 28% of smokers in Region I who prefer menthol. Newport Lights is major competitor. Parliament is strong in Region I. Region I is also a strong menthol and box market.
- III. **Strategies:**
- Strategy I: Develop and design prototypes
- | | |
|------------------------------------|-----------|
| A. Research Newport Lights | July 1991 |
| B. Produce prototypes in Semiworks | July 1991 |
| C. Prototype analytical testing | July 1991 |
- Strategy II: Refine prototype design
- | | |
|--|------------------|
| A. Redesign prototype to reflect size change from LS to KS | 1st Quarter 1992 |
| B. Refine menthol levels | 1st Quarter 1992 |
| C. Factory trial | 2nd Quarter 1992 |
| D. Trial analytical testing | 2nd Quarter 1992 |
| E. Specifications | 3rd Quarter 1992 |
- Strategy III: Launch
- | | |
|------------------------|------------------|
| A. CPC approval | 4th Quarter 1992 |
| B. Production start-up | 4th Quarter 1992 |
| C. Region I Launch | 1st Quarter 1993 |

2021385364

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Morris White	Domestic Product Development
Tom Gannon	Flavor Technology
Judy Ryder	Filter Technology
Bill Geiszler	Paper Technology
Terry Burgess	Operation Services
Jack Horne	Operation Services
Kevin Thompson	Operation Services
Bill Atkins	Production
Bill Wray	Engineering
Charlie Hansen	Engineering

V. Potential Projects

- Parliament FF Menthol

2021385365

B. MARLBORO

MARLBORO

- I. **Objective:** Implement cost effective modifications to the current packings. Extend the Marlboro family line with logically timed and positioned products as determined by market strategies.
- II. **Explanatory Introduction:** Elevate the brands income, share, and volume by providing line extensions in tar positions appropriate to meet PM and competitive needs. Product effective issues for full margin brands include initiatives to adjust blend components and incorporate technological improvements for advancing the quality of the family both in manufacturing and in the market place.

MARLBORO MEDIUM 100's

- I. **Objective:** Develop 100mm line extension of MF Medium KS delivering similar sensory response to the KS product. Position product sensorially between Marlboro Lts and Marlboro Gold Full Flavor.
- III. **Strategies:**
- Strategy I: Develop and design prototypes
- | | |
|-------------------------|---------------------|
| A. 12mg tar/9.0 puffs | Complete |
| • Design/prototypes | |
| • Consumer testing | |
| • Specifications | |
| B. <13.5 tar/10.0 puffs | |
| • Design | February 1992 |
| • POL production | February 1992 |
| • Specifications | February 1992 |
| C. 14.0 tar/10.0 puffs | |
| • Design | February 1992 |
| • Prototypes | February 1992 |
| D. Product Decision | February/March 1992 |

2021385366

Strategy II: Factory trials for national launch

A. 100mm soft pack/box products March 1992

Strategy III: National launch

A. Production start-up April 1992

B. Launch June 1992

Strategy IV: Net Inclusion

A. Net incorporation as dictated by timeframe of the NET program TBD

B. National launch TBD

IV. Resource Allocations:

J. Spruill/M. White	Domestic Product Development
R. Newsome	Filter Technology
M. Garrett	Flavor Development
B. Joyner	PED

2021385367

MARLBORO/MARLBORO LIGHTS

- I. **Objective:** Design and implement blend modification studies for component reformulation, off-shore removal and incorporation of higher levels of expanded material.
- II. **Explanatory Introduction:**
- III. **Strategies:**
- Strategy I: ESB reformulation/off-shore removal
- | | |
|----------------------|----------|
| A. Design/prototypes | Complete |
| B. POL testing | Complete |
- Strategy II: Design and develop prototypes incorporating component reformulations including higher expanded levels.
- | | |
|--|------------------|
| A. Prototype production | February 1992 |
| B. Evaluations - analytical/subjective | March 1992 |
| C. POL testing | 2nd Quarter 1992 |
| D. Refinements | 3rd Quarter 1992 |
| E. Implementation | As Directed |
- Strategy III: NET Inclusion
- | | |
|---|--|
| A. Net incorporation as available by timeframe of NET Program | |
|---|--|
- IV. **Resource Allocations:**
- | | |
|--------------|------------------------------|
| J. Spruill | Domestic Product Development |
| M. Garrett | Flavor Development |
| A. Manwaring | PED |
| R. Keatts | Leaf Department |

2021385368

MARLBORO EXTRA LIGHTS

- I. **Objective:** Develop line extension which delivers 1.1-1.2 tar/puff at 8.0-9.0mg tar.
- II. **Explanatory Introduction:**
- III. **Strategies:**
- Strategy I: Design and develop prototypes
- | | |
|----------------------|----------|
| A. Design/prototypes | Complete |
| B. Consumer testing | Complete |
| C. Specifications | Complete |
| D. Factory trial | Complete |
- Strategy II: Net inclusion
- | | |
|---|------------------|
| A. Net incorporation as available by timeframe of the NET program | 3rd Quarter 1992 |
|---|------------------|
- Strategy III: Status
- | | |
|---------------|-----------|
| A. Shelf item | Available |
|---------------|-----------|
- IV. **Resource Allocations:**
- | | |
|--------------|------------------------------|
| W. Claflin | Technical Advisor |
| B. Hendricks | Domestic Product Development |
| M. Garrett | Flavor Development |
| A. Manwaring | PED |
| B. Riggan | Leaf Department |
| R. Jones | Operations Services |
- V. **Potential Projects**
- MF Extra Lights Menthol KS/100's
 - MF Extra Lights 100mm Regular

2021385369

MARLBORO ULTRA LIGHTS

- I. **Objective:** Develop 6mg line extension in KS and 100's providing enhanced subjective quality and Marlboro character.
- II. **Explanatory Introduction:**
- III. **Strategies:**
- Strategy I: Design, develop, and implement line extension (6mg)
- | | |
|-----------------------------------|---------------|
| A. Factory trial/specifications | February 1989 |
| B. Test market introduction | May 1989 |
| Red pack/cork tipping | |
| Blue pack/white tipping | |
| C. Added test market introduction | October 1989 |
| Red pack/white tipping | |
| D. Specifications | Complete |
- Strategy II: Test market monitoring
- | | |
|------------|------|
| A. Ongoing | 1992 |
|------------|------|
- Strategy III: Net Inclusion
- A. Net incorporation as available by timeframe of the NET program
- IV. **Resource Allocations:**
- | | |
|-------------------------|------------------------------|
| B. Hendricks/J. Spruill | Domestic Product Development |
| M. Garrett | Flavor Development |
| R. Keatts | Leaf Department |
| E. Weston | Operations Services |
- V. **Potential Projects**
- Menthol Companions

MARLBORO WIDES

- I. **Objective:** Develop KS 80/83mm full flavor/lights products at an increased circumference
- II. **Explanatory Introduction:** Camel Box full flavor/lights wides have been introduced. To capitalize on this opportunity to provide more (27.0mm circumference) to the consumer, steps have been initiated to investigate existing blends, construction parameters, and packaging to add benefits in excess of competition and to deliver product in a timely fashion.
- III. **Strategies:**
- Strategy I: Model configurations/produce prototypes in 80/83mm length utilizing Marlboro, Bucks, Bristol blends
- | | |
|---------------------------|---------------------|
| A. Design Models | February 1992 |
| B. NTM designated/ordered | February 1992 |
| C. Prototype production | February/March 1992 |
| D. Analytical/Subjective | February/March 1992 |
- Strategy II: Address issues necessary to accommodate R&D and production concerns
- | | |
|---------------|------------------|
| A. Processing | 1st Quarter 1992 |
| • CPI | |
| • Blends | |
| • OV's/CV's | |
| • Loose ends | |
| B. NTM | 1st Quarter 1992 |
| • Paper | |
| • Filters | |
| C. Equipment | 1st Quarter 1992 |
| • Makers | |
| • Packers | |
| • Cartons | |

2021385371

Strategy III: Consumer testing definitions

- How/Whys?
- Product definition (FF/Lts, etc.)
- Types
- Market I.D.

1st/2nd Quarter 1992

Strategy IV: Test market/launch to be evaluated

IV. Resource Allocations:

D. Newman	Domestic Product Development
J. Spruill	Domestic Product Development
W. Claflin	Domestic Product Development
M. Garrett	Flavor Development
R. Newsome	Filter Development
E. Woolridge	Engineering
B. Goodman	Paper Development

V. Potential Projects

- Wides in different lengths and delivery categories

2021385372

C. DISCOUNT BRANDS

ALPINE

- I. **Objective:** To determine what modifications, if any, are necessary to enhance the performance of the product in the market place.
- II. **Explanatory Introduction:** Previous consumer testing, both Alpine king size and 100's has shown no significant subjective differences from Salem among full flavor smokers. The data base indicates that there is no product problem.
- III. **Strategies:**
- Strategy I: Consumer testing
- | | |
|-----------------------------------|---------------|
| A. POL 04010 Alpine FF, KS, SP | February 1992 |
| B. POL 04009 Alpine Lts, KS, SP | March 1992 |
| C. POL 0690 Alpine Lts, 100's, SP | February 1992 |
- IV. **Resource Allocations:**
- | | |
|------------|------------------------------|
| B. Monahan | Domestic Product Development |
| M. Fleming | PED |

2021385373

BUCKS

- I. Objective: Design and develop line extensions for Bucks.
- II. Explanatory Introduction: Bucks was initially represented in the market place with full flavor and lights KS. Fill voids in the product family. These products are being developed to take advantage of Bucks' name, in extending the family, and to further advise the increasing generic market.
- III. Strategies:

Strategy I: Develop and design prototypes

- | | |
|---------------------------------|----------------|
| A. Initial prototype design | September 1991 |
| B. Prototype production | September 1991 |
| C. Prototype analytical testing | October 1991 |

Strategy II: Implement aftercut modification on all line extensions for Bucks

- A. Design and produce the following prototypes with new aftercut:

- | | |
|------------------------------|------------------|
| Bucks 100 Lights | 1st Quarter 1992 |
| Bucks 100 Ultra Lights | 1st Quarter 1992 |
| Bucks 100 Full Flavor | 1st Quarter 1992 |
| Bucks 100 Lights | 1st Quarter 1992 |
| Bucks KS Menthol Full Flavor | 1st Quarter 1992 |
| Bucks KS Menthol Lights | 1st Quarter 1992 |
| Bucks Full Flavor 83mm | 1st Quarter 1992 |

- B. POL testing

- | | |
|-----------------------|------------|
| Bucks 100 Full Flavor | April 1992 |
| Bucks 100 Lights | May 1992 |

2021385374

Strategy III: Complete specifications and factory trials with packaging.

- | | |
|--|-----|
| A. Determine viable launch schedule | TBD |
| B. Packaging approval | TBD |
| C. Schedule factory trial | TBD |
| D. Final specifications and CPD approval | TBD |

IV. Resource Allocations:

Buddy Peace	Cigarette Technology
Warren Claflin	Technical Advisor
George Yatrakis	Flavor Development
Judy Ryder	Filter Development
Bill Geiszler	Paper Development
Mable Fleming	PED

2021385375

Slims 100's

- I. **Objective:** Design and develop a generic 100mm with 23.0 circumference to compete with Misty.
- II. **Explanatory Introduction:** Defensive measure to address 100mm slims market in the price value format. This also represents an alternate for the Virginia Slims product line.

III. Strategies:

Strategy I: Develop and design prototypes from existing generic blends.

- | | |
|---------------------------------|---------------|
| A. Initial prototype design | November 1991 |
| B. Prototype production | November 1991 |
| C. Prototype analytical testing | November 1991 |

Strategy II: Design refinements fabricate new prototypes

- | | |
|----------------------------------|------------------|
| A. Design and produce prototypes | 1st Quarter 1992 |
| B. Blend decision | 1st Quarter 1992 |
| C. Draft specification | 2nd Quarter 1992 |

IV. Resource Allocations:

Warren Claflin	Technical Advisor
Barbara Monahan	Domestic Product Development
Truman Foster	Commercial Development
Armine Manwaring	PED
Sainta Haywood	Operations Services

V. Potential Projects:

- Generic 100mm 23.0 circumference menthol

2021385376

Full Flavor Menthol

- I. **Objective:** Design and develop a generic KS and 100mm menthol full flavor SP
- II. **Explanatory Introduction:** Products are being developed and positioned to fill voids in our existing generic line of products.
- III. **Strategies:**
- Strategy I: Develop and design prototypes from existing blend.
- | | |
|---------------------------------|---------------|
| A. Initial prototype design | October 1991 |
| B. Prototype production | November 1991 |
| C. Prototype analytical testing | November 1991 |
| D. Specifications | December 1991 |
- Strategy II: Launch
- | | |
|------------------------|------------------|
| A. CPC Approval | 1st Quarter 1992 |
| B. Production start-up | April 1992 |
- IV. **Resource Allocations:**
- | | |
|-----------------|------------------------------|
| Warren Claflin | Technical Advisor |
| Barbara Monahan | Domestic Product Development |
| Truman Foster | Commercial Development |
| Mable Fleming | PED |
- V. **Potential Projects:**
- Generic KS and 100mm menthol full flavor box

2021385377

PROJECT AMBROSIA I

- I. **Objective:** Develop cigarette prototypes which exhibit a vanilli-like sidestream aroma.
- II. **Explanatory Introduction:** Development initiated to meet competitive challenge of the Horizon brand. Product line will address social acceptability benefit.
- III. **Strategies:**

Strategy I: Design, develop and POL test prototypes

- A. POL test 23.0/100mm regular and menthol 9 and 11mg tar products 2nd Quarter 1990
- B. POL test 24.0/100mm 2nd Quarter 1990
- C. Ad Pack test 3rd Quarter 1990
- D. POL test 24.8/100mm regular and menthol .15 and 3mg/cigt. GEV targets 2nd Quarter 1991
- E. 24.8/85mm prototypes 4th Quarter 1991
- F. Focus group test 24.8/85mm vs. 24.0/100mm. 4th Quarter 1991

Strategy II: Commercialization of GEV and application method to product

- A. Develop specifications for GEV September 1992
- B. Develop specifications for GEV added to the rod seam adhesive November 1992

IV. **Resource Allocations:**

Linda Wettle	Domestic Product Development
Barbro Goodman	Paper Technology
Pete Talley	Engineering
George Yatrakis	Flavor Development

PROJECT AMBROSIA II

- I. **Objective:** Develop 24.8 KS and 24.0 100mm cigarettes which provide reduced visible sidestream and acceptable mainstream taste.
- II. **Explanatory Introduction:** Program initiated to increase share and volume by providing either a free standing or line extension of existing brand to address a consumer benefit for the smoker in sidestream visibility reduction, reduced sidestream aroma or a combination of the two.
- III. **Strategies:**
- Strategy I: Design and develop prototypes at 24.8 circumference KS and 24.0 circumference 100mm
- | | |
|-----------------------------|----------|
| A. Prototype production | Complete |
| B. Consumer testing Phase I | Complete |
- Strategy II: Refinement of paper specifications/commercialization and improvements for mainstream taste
- | | |
|---|------------------|
| A. Identify paper and parameters for commercial manufacture | TBD |
| B. Prototype production | 4th Quarter 1992 |
| C. Consumer testing | 1st Quarter 1993 |
- IV. **Resource Allocations:**
- | | |
|------------------|------------------------------|
| Linda Wettle | Domestic Product Development |
| Jim Pflueger | Flavor Development |
| Barbro Goodman | Paper Technology |
| Barbara Joyner | PED |
| Mable Fleming | PED |
| Arlington Finley | Filter Development |

2021385379

E. CONSUMER TESTING

POL's

- I. **Objective:** Generate a data base of strength and liking scores for PM and competitors' products to identify new product opportunities and product/process improvements.
- II. **Explanatory Introduction:** The data base is reviewed on an ongoing basis to identify needs for additional data and those data points needing additional verification.
- III. **Strategies:**
- Strategy I: Routine testing of Philip Morris and competitor's product
- | | |
|---|---|
| A. Compile with PED routine product tests for 1992 | Dependent upon POL requested ship dates |
| B. Issue official POL request sheet | Ongoing |
| C. Review of POL sheets for accuracy and signature approval | Ongoing |
| D. Fabrication requests to Semiworks | As required by schedule |
| E. Coordination/scheduling of Semiworks job requirements to accomplish specified ship dates | As required by schedule |
| F. Submit samples to CI for analytical results | As required by schedule |
| F. Review of analytical vs. product product specifications/historical data | As required by schedule |
| G. Submit to Richmond Panel for subjective approval to ship | As required by schedule |
| H. Communicate accept/reject status to Semiworks for shipment | As required by schedule |
| I. Prepare data for PED/Product Development review | As required by schedule |

2021385380

Strategy II: Supply product for non-standard POL's

A. Determine special production requirements with PED	As required by schedule
B. Request product from Semiworks or factory	As required by schedule
C. Schedule and coordinate Semiworks job requirements to accomplish requested ship dates	As required by schedule
D. Factory packet preparation	As required by schedule
E. Coordinate/monitor test production at specified location	As required by schedule
F. Submit samples for analytical evaluation	As required by schedule
G. Review analytical data for adherence to product specifications and historical data	As required by schedule
H. Submit to Richmond Panel for subjective approval	As required by schedule
I. Communicate accept/reject status for shipment	As required by schedule
J. Prepared data for PED/Product Development review meetings	As required by schedule

Strategy III: POL's for New Product Development

A. Identification of new product POL's for testing	As required by schedule
B. Coordinate ship dates, semiworks request/production and deadline for results	As required by schedule
C. Provide assistance to Project Coordinator as needed for sample production	As required by schedule
D. Submit samples for analytical	As required by schedule
E. Review analytical data for adherence to product specifications and historical data	As required by schedule
F. Submission to Richmond Panel for subjective approval	As required by schedule

2021385381

- | | |
|---|-------------------------|
| G. Communicate accept/reject status for shipment | As required by schedule |
| H. Data preparation for PED/Product Development review meetings | As required by schedule |

Strategy IV: POL's for Product/Process Improvement Programs

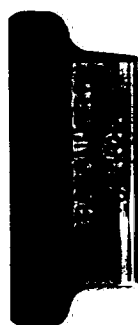
- | | |
|--|-------------------------|
| A. Coordination with Flavor Technology for POL's necessary to evaluate product and process improvement changes | As required by schedule |
| B. Coordinate with PED regarding official POL requests | As required by schedule |
| C. Coordinate ship dates, Semiworks request/production and timing | As required by schedule |
| D. Communicate with Product Development coordinator regarding test requirements | As required by schedule |
| E. Submit samples to CI for analytical results | As required by schedule |
| F. Review analytical data for adherence to product specifications and historical data | As required by schedule |
| G. Notify Flavor Technology that cigarettes are complete and request their evaluation | As required by schedule |
| H. Submit to Richmond Panel for subjective approval | As required by schedule |
| I. Communicate accept/reject status of prototypes evaluated by the Richmond Panel | As required by schedule |

III. Resource Allocations:

PED	Panel Dependent
Semiworks	D. Birdsong
Operations Services	As assigned
Technical Services	As assigned
CI Laboratory	Group
Domestic Product Development	D. Atkinson-Ballos
Flavor Technology	Program Dependent
Flavor Smoking Panel	Program Dependent
Richmond Smoking Panel	
Precon	

2021385382

2021385383



PRODUCT DEVELOPMENT TECHNOLOGY

A. Low Tar / High Flavor

B. Project Art

C. Project Ambrosia

D. Consumer Testing To be supplied by PED

E. Consumer Testing To be supplied by PED

F. (New Packaging Concepts) Added value to be supplied by John Hearn

G. Data Base Management B. Maher

Should be Strategic Goal #3

2021385384

LOW TAR/HIGH FLAVOR

- I. **Objective:** Develop new technologies which will allow us, within the next two to four years, to produce "Ultra Low" tar, 2 to 4mg, cigarettes with the sensorial experience of "Lights" or "Full Flavored" cigarettes.
- II. **Explanatory Introduction:** Recent developments in filter and paper technology, innovative use of expanded tobacco and blending, and creative flavor development have led to the successful development of exceptionally good "Ultra Low" delivery cigarettes; "Merit Ultima."® These cigarettes will, however, have only limited appeal to "Lights" and "Full Flavor" smokers.

Several interesting things have happened both within and outside the tobacco/cigarette industry. We are seeing competition for our consumers from outside our industry, primarily from the drug industry. The "competing" products are, for example, nicotine chewing gum, nicotine patches and inhalers.

Within our industry, Premier by RJR and Delta, our response, and most notably our Beta, have demonstrated unique ways to compete with "conventional" cigarettes. These cigarette-like articles have also demonstrated the gross inefficiency of our conventional products. Full flavor cigarettes use 750mg of filler to deliver 16mg of tar and Ultra Low tar cigarettes use 500mg of filler to deliver 1-2mg of tar. Beta uses about 40mg of tobacco to provide subjective response.

If we use new technology, learn from Beta and what the competition is doing, we can maximize what we do best, make cigarettes minimizing the tobacco and tar and maximizing the nicotine delivery. We should be able to produce a product that appears to perform similarly to conventional cigarettes but with very little "tar" (2-4mg) and about 1mg of nicotine, and with the sensorial satisfaction of a 12-14mg cigarette.

III. Strategies:

- Strategy I: Determine the parameters that control the temperature of a cigarette with the goal of reducing the temperature to somewhat above the distillation temperature of nicotine but below combustion temperatures and develop technologies to achieve this goal.
- Strategy II: Minimize the amount of selected filler for cigarette construction.

- Strategy III: Determine the type of tobacco material to be designed to aid in control of burn rate, puff count, and generation of specific compounds such as water.
- Strategy IV: Determine how to develop filters to provide satisfactory resistance with minimal filtration properties for specific compounds such as nicotine and water.
- Strategy V: Develop cigarette papers to prevent "rod collapse" and provide positive sidestream and mainstream attributes.
- Strategy VI: Determine and develop flavor compounds to be added to the smoke to enhance the sensorial effect.

Tactics:

Participation required from:

Domestic Product Development and Support
NET
Flavor Technology
Tomorrow
Cast Leaf
Chemical Research
ARD
Paper Technology
Filter Technology
NPP
Process Development

2021385386

STRATEGIC GOAL 3

ART PROGRAM 1992 OPERATIONAL PLAN February 10, 1992

PROGRAM OBJECTIVE

Develop subjectively acceptable products with a significant reduction in nicotine delivery from filler which, through supercritical CO₂ extraction, has a reduction in nicotine content.

INTRODUCTION

The purpose of this program is to address consumers' desires with new technology driven products. To be more specific, to add value to our products by addressing the perceived health concerns of our consumers. ART Technology (supercritical CO₂ extraction) offers us a means for lowering the nicotine delivery of our products while maintaining tar delivery. To the best of our knowledge, none of our competitors have developed this technology to the point of commercialization as has Philip Morris. Therefore, if our products are successful, it would be some time before we would face any competition in this area.

The objectives of this program are two fold. Our primary objective is to develop subjectively acceptable low tar products with a nicotine-in-smoke delivery of <0.1 mg/cigt. Our second objective is to develop families of products which deliver 50% of the nicotine of a conventional product at equal tar with comparable subjective response.

The major obstacle we face with this program is overcoming the subjective deficits encountered when the nicotine is removed from the filler. These deficits take the form of low to no impact and a pronounced off-taste. The main thrust of this program is to improve the subjective character.

A. DE-NIC PROGRAM

- I. Objective: Develop a family of subjectively acceptable low tar, regular and menthol products from filler which, through supercritical CO₂ extraction, has a residual nicotine level of <0.1%.

2021385387

II. Strategies:

Strategy 1 - Support the current test market in Phoenix.

1. Provide subjective and analytical support for production of test market allocation.

Responsible Person: Tom Gannon

Completion Date: As requested

Strategy 2 - Subjective Development/Incremental Change

Tactics:

1. Flavor Technology work continues to evaluate new flavor systems which offer an improved subjective profile. This work includes the evaluation of existing flavor materials as well as the evaluation of flavor precursors and novel botanical extracts.

Responsible Person: Tom Gannon

Completion Date: 4th Quarter, 1992

2. Modification of filler pH through application of basic materials in the casing:

Responsible Person: Tom Gannon

Completion Date: 2nd Quarter, 1992

Complete evaluation of Calcium hydroxide casing systems.

Completion Date: 1st Quarter, 1992

Evaluate other materials to alter the pH of filler.

Completion date: 2nd Quarter, 1992

3. Evaluation of construction variables and new/novel filter systems for an improved subjective profile. Produce and evaluate the following prototypes:

10-058-A cigarette paper with 35% expanded at 9 mg tar (the Half-Nic cigt design) -- 1st Quarter, 1992

Dual-CA/PCC filter with lower ventilation than the current De-Nic cigarette construction -- 2nd Quarter, 1992

Dual-CA/Paper filters -- 2nd Quarter, 1992

2021385388

Evaluate optimized cigarette construction developments from the Half-Nic program -- 3rd Quarter, 1992

Responsible persons:

Construction: Barbara Hendricks

Filters: Greg Patron

4. Evaluate any technology developed in the Half-Nic portion of the ART program that yields an improved subjective profile.

Strategy 3 - Bermuda Hundred Production Facility Support:

Provide all necessary support for the production facility as requested.

Strategy 4 - Support of Low Tar/High Flavor Program

Provide all necessary support for the Low Tar/High Flavor program as requested.

Strategy 5 - Evaluate and develop process modifications for the utilization of ART process by-product tobaccos.

Development of process modifications for use of post-ART stems continues. Testing in sheet materials involves substitutions for stem in RCB and RL's to determine acceptable levels. Tests of CA stems in RCB replacing Burley stems are in progress. A recommendation was made to include DLF-3B into all expanded ET products at a rate of 4% before expansion. This was implemented at the MC and Cabarrus plants on August 5, 1991 and is expected to be complete during the 1st quarter of 1992.

Responsible Person: J. Swain

Complete Date: 2nd Qtr. 1992

Strategy 6 - Utilize any information or technology developed in the Sensory Technology Program.

Responsible Persons:

Sensory Technology: R. Carchman

ART Program: G. N. Yatrakis

2021385389

B. HALF-NIC PROGRAM

- I. Objective: Through the use of PM proprietary technology (ART), develop families of products which deliver 50% of the nicotine of a conventional product at equal tar with comparable subjective response.

II. Strategies:

Strategy 1 - Half-Nic Development

Tactics:

1. Modification of filler pH through application of basic materials in the casing:

Complete evaluation of Calcium hydroxide casing systems.

Completion Date: 1st Quarter, 1992

Initiate POL testing: 1st Quarter, 1992

Evaluate other materials to alter the pH of filler.

Completion date: 2nd Quarter, 1992

POL testing: 2nd Quarter, 1992

Responsible Person: Tom Gannon

Completion Date: 2nd Quarter, 1992

2. Evaluation of construction variables and new/novel filter systems for an improved subjective profile. Produce and evaluate the following prototypes:

Dual-CA/PCC filter with lower ventilation than the current Half-Nic cigarette construction at 9 mg Tar -- 2nd Quarter, 1992

Dual-CA/Paper filters -- 2nd Quarter, 1992

Responsible persons:

Construction: Barbara Hendricks

Filters: Greg Patron

3. Produce and evaluate prototypes at various tar deliveries.

~16 mg Tar, ~0.55 mg nicotine, KS and 100 mm, regular and menthol, with maximized Tar per Puff.

2021385390

Low Tar (~5 mg), ~0.2 mg nicotine, KS and 100 mm, regular and menthol with maximized Tar per Puff.

Responsible Persons:

Construction: Barbara Hendricks

Filler/coordination: Tom Gannon

Completion Date: 2nd Quarter, 1992

4. **Casing/Aftercut Development** -- Laboratory development of flavor systems will be ongoing throughout the cycle of development described above. Final flavor systems will be geared toward accentuating strength, tobacco flavor and developing a balanced product.

Responsible Person: Tom Gannon

Completion Date: 3rd Quarter, 1992

Strategy 2 - Optimize construction, subjective presentation and initiate POL testing of finished models

Initiate POL testing: 3rd Quarter, 1992

C. RESOURCE ALLOCATION ART PROGRAM

Flavor Technology Division	2.00
Cigarette Technology Division	0.50
Filter Technology Division	0.25
Analytical Research Division	1.00
Cigarette Testing	0.50
Tobacco Processing and Fabrication	2.50
Total	6.75

2021385391

G. COMPUTER APPLICATIONS

DATA BASE MANAGEMENT
(COMPUTER MODELLING)

- I. Objective: Design and implement an integrated modelling and data base management for Product Development.
- II. Explanatory Introduction: Product Development uses a few but important computer programs. They also interface with groups employing their own independent applications. Due to the different originators and variety of applications involved, information control and exchange is cumbersome. A system tailored to the informational flow and needs of product development will reduce prototype development time and errors. The system will be designed to interface with those implemented by the Supply Chain Project.
- III. Strategies:
- Strategy I: System Requirements Analysis
- | | |
|---|------------|
| A. Identify enhancements to "design" | March 1992 |
| B. Identify all relevant information and responsible people | May 1992 |
| C. Present findings to management | June 1992 |
- Strategy II: System Design
- | | |
|--|-------------|
| A. Define system layout and necessary hardware, data and user interfaces | August 1992 |
| B. Present to management | August 1992 |
- Strategy III: Software Requirements
- | | |
|-------------------------------------|----------------|
| A. Identify usable "as-is" programs | September 1992 |
| B. Identify PM designed modules | September 1992 |

2021385392

Strategy IV: Preliminary Design

- | | |
|--|---------------|
| A. Data interface/interchange definition | November 1992 |
| B. User interface definition | January 1993 |
| C. Present to management and group | February 1993 |

Strategy V: Detailed Design

- | | |
|--|-----------|
| A. Refinement of user interface definition | June 1993 |
| B. Present to management and group | June 1993 |

Strategy VI: Coding and Testing

- | | |
|--------------------------------|---------------|
| A. Individual interface coding | December 1993 |
| B. Coding of PM custom modules | February 1994 |

Strategy VII: Software and Hardware Integration

- | | |
|--|------------|
| A. Bring first users online for testing purposes | March 1994 |
| B. Identify and fix system deficiencies | April 1994 |
| C. Final draft of documentation prepared | June 1994 |

Strategy VIII: Operations and Maintenance

- | | |
|--|-------------|
| A. Release system to Product Development | July 1994 |
| B. Turnover of software and documentation to CAD | August 1994 |

Strategy IX: Supply Chain Project

Similar strategies and tactics will follow. Timetables will be established and resources identified as Supply Chain systems are developed and implemented.

2021385393

IV. Resource Allocations:

C. Altizer
Product Development, USA
W. Claflin
S. Baldwin
J. Smith
PED Coordinator
Semiworks Coordinator
CI/QA Coordinator
Operations Services Representative
W. Dwyer
B. Good
R. Lipps

2021385394

2021385395



PHILIP MORRIS U. S. A.

INTER-OFFICE CORRESPONDENCE **RECEIVED**

Richmond, Virginia

FEB 12 1992

To: D. Leyden

Date: February 10, 1992 **J. J. MYRACLE**

From: V. Willis, G. Yatrakis, and R. Cox

Subject: 1992 Operation Plans For Existing Product Support Program

Attached, please find copies of the operation plans for those items under Existing Product Support, Domestic Product Development and Support Program. Please contact us if further information is required.

cc: R. Heretick
J. Myracle
H. Spielberg

2021385396

ET/NET PRODUCT INCLUSION

Objective: To substitute and evaluate NET materials in existing brands.

Introduction: NET expanded materials are to be used in existing brands to increase yield and filling power. These improvements will have to be demonstrated, as well as, not effecting the subjectives of the particular brand.

Strategy I: Evaluate the substitution of NET processed #10 bright for DETA and incremental replacement of bright.

Tactics

Timetable

NET vs DETA at 12% in Marlboro cigarettes to determine physicals.

February, 1992

Incremental increase above 12% NET to test physical and subjective effects.

March, 1992

Strategy II: Evaluate models that incorporate NET processed BLDET, burley and bright in various brands initially at current rates. The qualification of increased levels of NET materials in the various blends will be done on a secondary basis. Merit, Merit Ultra Lights, and Marlboro will be evaluated first.

Tactics

Timetable

Subjective evaluations of NET processed BLDET, burley, and bright as 100% components

March, 1992

Optimize expansion parameters of burley and oriental

June, 1992

Subjectively evaluating new blends designed by Blend Development

June, 1992

Incorporation of NET materials in Merit and Merit Ultra Lights

June, 1992

2021385397

Casing and Flavor modifications, if necessary	September, 1992
POL Testing	December, 1992
Modifications, if necessary	April, 1993
Recommendations and final report	June, 1993

Resources:

Flavor Technology	B. Taylor-0.20 man-years
Flavor Technology	J. Swain 0.10 man-years
Leaf Blend Group	C. Moogalian
Process Developmnet	J. Dobbs
Cigarette Technology	B. Peace
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner

2021385398

**Packaging Studies: Operational Plan
1992**

Strategic Goal 1: Support the company's present product lines and business operations.

I. Objective: Qualify suppliers of waterborne printing inks in order to meet fast flow inventory criteria and to have one family of brands printed with this technology.

Strategies/Tactics - Timetables

Strategy: Establish a partnership with an ink company committed to waterborne inks.

Tactic/Timetable: Provide input to Purchasing on selection of an ink company
March, 1992

Provide technical support on an as-requested basis.

Strategy: Develop an analytical procedure for determining specification levels of waterborne ink components in packaging material.

Tactic/Timetable: Investigate analytical techniques for quantitating components in this ink system.

March, 1992.

Transfer method to QA and vendors.

September, 1992.

Strategy: Correlate levels of waterborne ink components with subjective acceptability.

Tactic/Timetable: Determine the organoleptic threshold of components by evaluating each individually and in a mixture.

December, 1992

Strategy: Develop printing specifications for printed waterborne packaging material with respect to inks, lacquers, solvents and substrates.

2021385399

Tactic/Timetable: Evaluate each component for analytical and subjective acceptability.
December, 1992

Provide service to Purchasing when evaluating new components on an as-requested basis.

Strategy: Support the evaluation of new ink systems and/or vendors.

Tactic/Timetable: Provide analytical and subjective evaluation of new items on an as-requested basis.

Resource Allocations:

Flavor Technology:	B. Mait - Program Coordinator	- 0.5 man years
	R. Hale - Basic Investigations	- 0.5 man years
	T. Cravotta - Subjective Evaluations	- 0.5 man years
Analytical Division:	D. Ingraham - Analytical Support	- 0.3 man years

II. Objective: Qualify suppliers of offset printing for use on promotional items and low volume brands.

Strategies/Tactic - Timetable

Strategy: Develop an analytical procedure for determining specification levels of offset ink components in packaging material.

Tactic/Timetable: Investigate analytical techniques for quantitating components in this ink system.
July, 1992

Transfer method to QA and vendors.
September, 1992

Strategy: Correlate levels of offset ink components with subjective acceptability.

Tactic/Timetable: Determine the organoleptic threshold of components by evaluating each individually and in a mixture.
December, 1992

2021385400

Strategy: Develop printing specifications for printed offset packaging material with respect to inks, lacquers, solvents and substrates.

Tactic/Timetable: Evaluate each component for analytical and subjective acceptability.
December, 1992

Provide service to Purchasing when evaluating new components on an as-requested basis.

Strategy: Support the evaluation of new ink systems/vendors.

Tactic/Timetable: Provide analytical and subjective evaluation of new items on an as-requested basis.

Resource Allocations:

Flavor Technology:	B. Mait - Program Coordinator	- 0.5 man years
	T. Cravotta - Subjective Evaluations	- 0.5 man years
	R. Hale - Basic Investigations	- 0.5 man years
Analytical Division:	D. Ingraham - Method Development	- 0.5 man years

III. Objective: Develop a working database for Packaging Studies. This database will contain information on vendors, ink formulations, substrates, lacquers, solvents, etc. This database will be capable of searching by various fields of input.

Strategy/Tactic-Timetable:

Strategy: Work with Computer Applications Division on developing the necessary software for the database.

Tactic/Timetable: Database to be installed. July, 1992

Resource Allocations:

Computer Applications - R. Lipps	- 0.3 man years
Packaging Studies - R. Dunaway	- 0.5 man years

IV. Objective: Determine the effects of high barrier film on our products.

2021385401

Strategy/Tactics-Timetable:

Strategy: Support Quality Engineering in the investigation of new high barrier film for use on our products.

Tactic/Timetable: Continue representing Packaging Studies on the Cigarette Shelf Life Improvement Team.

Provide analytical and subjective evaluation of films on an as-requested basis.

Resource Allocation:

Packaging Studies - 0.3 man years

V. Objective: Monitor and qualify promotional items received from Purchasing.

Strategy/Tactic-Timetable:

Strategy: Evaluate the promotional items for material, chemical and subjective acceptability.

Tactic/Timetable: Report analytical and subjective results to appropriate personnel on an as-requested basis. Subjective evaluation will continue until an analytical procedure is in place to qualify these items.

Resource Allocations:

Flavor Technology - B. Mait/R. Dunaway, Coordinators	- 0.5 man years
R. Hale - Analytical	- 0.3 man years
T. Cravotta & Packaging Panel - Subjective Evaluation	- 0.25 man years

VI. Objective: Qualify packaging material for new brand introductions, line extensions and package graphics changes.

2021385402

Strategy/Tactic-Timetable:

Strategy: Evaluate new material for analytical and subjective results and report to appropriate personnel on an as-requested basis.

Resource Allocation:

B. Mait/R. Dunaway, Coordinators	- 0.5 man years
R. Hale - Analytical	- 0.5 man years
T. Cravotta & Packaging Panel - Subjective Evaluation	- 0.25 man years

Packaging Studies Resource Allocations:

Project Leader	1 man year
Scientist	1 man year
Product Testing Tech II	1 man year

2021385403

**Hoechst High Barrier Films
(Support to Quality Engineering)**

Objective: To determine the impact of the improved sealant layer developed by Hoechst for their high barrier OPP films, on pack seal efficiency. To determine the impact of the Hoechst film on the product's ability to maintain targeted moisture levels in the desert and jungle rooms. To perform a preliminary subjective test to qualify the Hoechst High Barrier films.

Introduction: Preliminary machine evaluations were conducted in September, 1991, which indicated the Hoechst ZNA-25 HB (100 G) had superior sealing characteristics as compared to our standard (Mobil BSR-80 G). Indications also showed approximately a 30% improvement in moisture barrier properties when exposed to adverse conditions(desert and jungle conditions).

Strategies: Repeat the testing conducted in September, 1991, to confirm the sealing characteristics of the Hoechst HB ZNA-25 on the high speed wrapper (GD 500) and the moisture barrier properties. To determine the sealing characteristics of Hoechst HB ZNA-20 (80 G) and Hoechst HB ZNA-30 (120 G). Define the sealing characteristics of each of the above and compare the results to the Mobil overwrap. Determine the moisture barrier properties of each and the impact on subjectives with the improved moisture barrier materials.

Tactics

Timetables

Production of Marlboro LS with the
control (Mobil) and Hoechst films.

initial subjectives prior to testing

February, 1992

Initiate testing under adverse
conditions

February, 1992

Subjective evaluation of the
conditioned samples on a weekly
basis until subjectives are
unacceptable for the improved films

May, 1992

2021385404

Recommendations	June, 1992
Repeat testing, if needed	July, 1992
Subjective evaluation, as needed	December, 1992

Resources:

Testing	G. Overstreet 0.25 man-years
Subjective evaluation	T. Cravotta/V. Willis 0.20 man-year
CTSD	J. Lightner - 0.02 man-years
ARD	B. Handy - 0.01 man-years

2021385405

RJR Flavorseal Overwrap

Objective: Determine if products with Flavorseal packaging maintains their physical, chemical and subjective properties longer than products with polypropylene overwrap.

Introduction: RJ Reynolds uses a metallized polyester overwrap on their Winston and Salem brands. They claim this overwrap keeps the product fresher, longer. This series of tests will look at the products under various environmental conditions to determine if freshness is maintained. The environmental conditions to be tested are ambient, desert, jungle and cycled (inhouse conditioning chamber). The conditions are to cover the possibilities that a product could encounter in the marketplace.

Strategy: Compare the polypropylene overwrap with the Flavorseal overwrap for the Winston and Winston Lights 100's SP and Salem and Salem Lights 100's SP.

Tactics

Timetables

Recommendation on test set-up	February, 1992
Initiate environmental testing	March, 1992
Complete environmental testing. Subjective evaluation every two weeks for the first two months, then monthly for the last four months	September, 1992
Subjective based recommendations	October, 1992

Resources:

Testing (CTSD, QE and ARD)	C. Spielberg, B. Rech and B. Handy - 0.05 man-years
Subjective evaluation	V. Willis and K. Deane 0.04 man-years

2021385406

Factory Primary Support 1992 Operational Plan

Objective: To provide support for the subjective qualification of factory primary modernization programs.

Introduction: Factory primary equipment requires periodic upgrades and modernization for more efficient and cost effective processing of tobacco prior to cigarette production. All equipment changes require subjective evaluation and qualification prior to implementation to assure product integrity. Flavor Technology (D. Spruill and subjective panels) will continue this support function as needed throughout 1992.

Strategy #1: Qualify the new MZM export strip operation at McKinney, VA.

Tactics: Compare the current MZM operation with the new MZM facility by preparing products from each location and by performing subjective evaluations for product/process qualification. February, 1992

Strategy #2: Qualify new P&S Dryer #3 at the MC.

Tactics: Burley tobacco will be processed at single and double rates.

Analytical and subjective evaluations of 100% burley and Marlboro cigarettes will be performed to qualify the dryer at both rates. March, 1992.

Strategy #3: Replace and qualify P&S Dryers #1 and #2 at the MC.

Tactics: Evaluate new dryers at single rate.

Prepare cigarettes (100% burley and Marlboro) and evaluate both analytically and subjectively for dryer qualification. September, 1992.

Strategy #4: Replace and qualify A/C cylinders at the MC.

Tactics: Install one large capacity cylinder, prepare cigarettes and qualify this cylinder subjectively.

2021385407

Systematically, remove remaining A/C cylinders and qualify each individually as above. July, 1992

Resource Allocations:

Flavor Technology	0.30
Tech. Services	0.05
CTSD	0.05
ARD	0.05
Semi-Works	0.07
Cigarette Technology	0.03
QA and Mfg. Engineering	
Total R&D	0.50

2021385408

Small Scale Process Improvement

Objective: To achieve parity with large scale so that sample size would be the only factor for determining whether requests are produced in Small Scale or Large Scale.

Introduction: Modifications were made in the small scale processing in 1991 to bring the processing conditions of the small scale closer to that of large scale. The modifications included the installation of new equipment, and changes in the existing equipment. Since most of the jobs that are requested in small scale have a master blend that was produced in large scale and additional flavor systems are applied in small scale, it was agreed that the process would be qualified from the aftercut system backward. The "old" small scale process still exists (with the exception of a change in the aftercut application) and will be used as in the past.

Strategy #1: Small Scale Processing will continue to be used as a screening tool to reduce the number of samples requested for large scale processing.

Tactics

Timetables

Casings, flavors and blends to be screened from the small scale process prior to making larger quantities in the large scale process.

Ongoing

Strategy #2: Establish operating procedures and processing parameters for the new equipment.

July, 1992

Strategy #3: Examine the individual processing steps and strive to understand and minimize the differences between Large Scale and Small Scale.

Tactics

Timetables

Investigate the aftercut application

March, 1992

2021385409

Investigate the conditioning, cutting and drying	April, 1992
Investigate bright/oriental casing	June, 1992
Investigate burley top casing	July, 1992
Investigate burley spray	August, 1992
Investigate rotary batch conditioning (vs vacuum conditioner)	September, 1992
Investigate total process	October, 1992
Recommendation	December, 1992

Resources:

Processing	T. Skidmore - 0.2 man-years
Subjective evaluation	K. Deane - 0.01 man-years
Subjective evaluation	C. Scott - 0.02 man-years
CTSD	J. Lightner - 0.01 man-years
ARD	B. Handy - 0.01 man-years

2021385410

Tobacco Materials and Reclamation

- Objective:** Subjectively evaluate returned goods and/or out of specification filler to determine most cost effective disposition.
- Strategy:** Determine most cost effective disposition (rippers, expanded, sheet products) of filler while maintaining subjective integrity.
- Tactic:** Prepare cigarette models, determine subjectives, and recommend disposition.
- Timetable:** As requested.
- Resources:** As required.

2021385411

Processing Plant Support

PARK 500

RL's

Objective: Provide Flavor Technology support to Park 500 for flavor systems and process modifications to address capacity, economic, environmental and overall quality issues.

Introduction: Evaluation of feedstock humectant level, flavor replacements and equipment modifications have continued to support production in maintaining quality. Implementation of the dry flavor replacement and process modifications contributed to improved processing. Support in 1992 will address feedstock issues such as Class tobacco utilization and alternate denitration options.

Strategy I: Provide support for the evaluation of by-products utilization at Park 500.

Tactics

Timetable

Identify potential ranges of usage
from previous tests if available

As requested

Evaluate in RL Pilot Plant prior to
Park 500 feedstock

As needed

Stability/Usage of Class W from
production sources to Park 500

May, 1992

Strategy II: Develop and evaluate alternate denitration options with Process Development through separate Burley stem processing.

Tactics

Timetable

Apply experiences learned from alternate
jobbers trials of separate stem processing.

RL Pilot Plant trials of RLTC and RLB. Complete

Chemical and physical analyses of
RL's

February, 1992

2021385412

Semiworks trials for physicals and subjective testing	March, 1992
Cigarettes analyses and panel tests	April, 1992
Subjective (Go/No go) decision to go to Park 500 RL's	June, 1992
Production trials at Park 500 - Similar tactics as above from Pilot RL's	August, 1992
Complete POL consumer tests, physical tests, and product cost of discarding and treating of burley stem solubles	November, 1992

Resources:

Flavor Technology	B. Taylor - 0.20
Flavor Technology	J. Swain - 0.10
Process Development	R. Uhl/R. Ellis
Process Engineer(Park 500)	D. Saunders
Cigarette Technology	B. Peace
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
PED	M. Jeltma

2021385413

Processing Plant Support

BL PLANT

RCB

I. Increased Line Speed

Objective: To increase capacity by increasing line speed.

Introduction: Trials began in June, 1991 to increase line speed from 330 fpm to 350 fpm without changing subjectives. The increase line speed at normal solids levels (18.5%) required higher drying temperatures to maintain a 16.0% moisture. Trials in June (1-3) and July (1-3) were ineffective to find the correct dryer profile to maintain subjective parity.

A third series of trials were conducted in November (4-6). These incorporated temperatures in-between the June and July series. It was indicated that temperatures in the initial zones (1-3) have a greater influence on subjectives. The test with the closest average temperature (680°F) to the control (675°F) showed no subjective differences. This test (6) is presently being prepared for POL 03012.

Strategy I: In order to predict dryer temperature profiles at 350 fpm for the other two lines, a better understanding of the dryers is needed. Therefore, a dryer study should be conducted to establish temperature profiles in the following manner:

Tactics

Timetable

A. Document Dryer Operation-All lines

1. Baseline OV profiles
2. Baseline air flow/temperatures
3. Baseline subjectives
4. Environmental sampling April, 1992

B. Modify Line 3

1. Adjust Line 3 dryer setup to Line 1
2. Subjective evaluations May, 1992

C. Modify Line 2

2021385414

1. Adjust Line 2 dryer setup to Line 1
 2. Subjective evaluations
 3. Subjective baseline of Line 2 and Line 3 modifications
- October, 1992

Strategy II. Once the modifications to the dryer temperatures are complete, the speed-up trials will be conducted in the following manner:

Tactics

Timetable

A. Speed-Up Trials:

1. Line 2 trials
 2. Internal subjectives
 3. Line 3 trials
 4. Internal subjectives
- February, 1993

B. Subjective Evaluations of the 3 Lines Combined:

1. Internal evaluations
 2. Conduct POL of RCB(3 Lines)
- April, 1993

C. Recommend speedup to BL Plant, if feasible

June, 1993

II. Dry Flavor Replacement

Objective: Develop a liquid flavor system to replace dry flavors in RCB while maintaining subjective parity.

Introduction: The BL Plant is presently using a dry flavor system. The flavors are blended with the production dust and the mixture is not homogeneous. In an effort to produce a more consistent sheet, liquid flavors will replace dry flavors. This will also reduce cleanup in the blending area.

Two sheets were produced in September using 75-700 and 75-700 + 02-130 instead of dry flavors. These prototypes were evaluated and the sheet with 75-700 was selected for further testing. A POL was produced which showed no significant differences.

Implementation has been recommended to the BL Plant.

Strategy: Implementation will be supported by the preparation of drums of 75-700 at the Flavor Center and personnel will monitor the initial startup. Initial RCB (100%) cigarettes will be subjectively evaluated by members of Group 2305.

III. Mentholated Tobacco Dust (Class 6)

Objective: To increase the utilization level of mentholated tobacco dust in RCB.

Introduction: The current level of mentholated tobacco dust used in RCB is 15% (14.5% Class 6 and 0.5% Class 4M). However, with the present inventory and future plans for generation of Class 6, increased utilization in RCB has been proposed.

During 1991, levels of 15%, 25% and 30% in finished sheet were produced in the Cast Leaf Lab. No menthol was detected subjectively or analytically. Therefore, the above was reproduced in the Process Chemistry and Tobacco Fundamentals Lab. No menthol was subjectively or analytically detected by this process either.

Strategy: Due to the fact that menthol was not detected by either method, trials have been requested in the Cast Leaf Pilot Plant in April prior to production trials.

Tactics

Timetable

Subjective evaluations will be conducted by Cast Leaf Panel and FTD's Panel in Marlboro. Selection of a level of Class 6 for BL Plant trials will be based on the results.

June, 1992

2021385416

Trials at the BL Plant with the higher level of Class 6 will be requested per BL Plant's schedule. July, 1992

a. The same subjective procedures will be followed as above with the addition of the MC Panel prior to requesting a POL. August, 1992

b. Upon completion of qualification tests, recommendation will be made to Leaf Department. October, 1992

IV. Unwashed Burley Stems

Objective: To evaluate unwashed replacing washed burley stems in RCB to address environmental effluent issues.

Introduction: In August the BL Plant produced RCB using unwashed Burley stems, samples of sheet, slurry and dust were sampled for chemical analyses in an effort to track $\text{NO}_3\text{-N}$ content.

After internal panel evaluations, a POL was produced using the unwashed burley stems in RCB, but due to low tar values it was not released. A decision was made to remake the test RCB with unwashed burley stems, reduced humectants and liquid flavor for qualification of the combination of changes.

Strategy: Subjectively qualify unwashed burley stems in production RCB.

Tactics

BL Plant trial of RCB with unwashed burley stems, reduced humectants and liquid flavor.

Timetable

February, 1992

2021385417

Review of NO₃-N impact on smoke from
use of the RCB in blends (R. Uhl, J.
Charles and M. Bourlas). February, 1992

Evaluations of impact on cigarette
yield/filling power (R. Uhl). March, 1992

Subjective qualification-POL test April, 1992

If implementation is feasible, equipment
modifications to bypass extractor and
press are anticipated (J. Gomes). May, 1992

Resources:

Flavor Technology	B. Hoskin - 0.30 man years
Flavor Technology	J. Swain - 0.10 man years
Process Development	R. Uhl
Process Development	G. Gellatly
Process Development	R. McFadden
BL Plant Engineer	R. Smith
Cigarette Technology	B. Peace
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
ARD	C. Ament

2021385418

ALTERNATE SHEET SOURCING

Objective: To qualify potential alternate sources of RL to address capacity issues.

Introduction: Domestic feedstock trials at Spotswood and LTR failed to subjectively replace RLTC while ARL showed more promise. Modes of processing the Burley stems were identified as contributing to the subjective differences in the RL Pilot Plant. Completed LTR trials with European feedstocks and RLTC flavor system were made to confirm the influence of processing differences.

Strategy: Develop and evaluate alternate(Jobbers) sources of RL with the RLTC flavor system to address long term capacity and European sourcing issues.

Tactics

Timetable

Subjective results of screening 100% LTR cigarettes by PME Leaf Group were similar to our Group's results in 24% handmade cigarettes for recent trials at LTR.

January, 1992

LTR test sheets produced with the burley press cake routed to the stock chest and concentration of solubles through the Multiple Effect Evaporator were selected for MiniPrimary trials at PME.

February, 1992

Complete storage study of conditions to transport and hold the export TC flavors.

February, 1992

Subjective evaluations in Pan-European and German Marlboro by Panel A may be followed by Consumer Panel testing.

April, 1992

Pending results from these trials, logistics of supplying the flavor system will be coordinated through Operations Services.

As requested

2021385419

Resources:

Flavor Technology	J. Swain - 0.05 man years
Flavor Technology	B. Taylor -0.01 man years
Process Development	R. Uhl
Park 500	D. Clark
PME	R. Wagoner
Cigarette Technology	B. Peace
CTSD	J. Lightner

2021385420

COOKED FLAVOR CAPACITY

Objectives: To support cooked flavor production and scale-up the reactor at the Flavor Center.

To qualify alternate sources for high fructose corn syrup and asparagine.

Introduction: The Flavor Center has requested that their cooked flavor reactor be scaled up. The projected demand is larger than their reactor can supply with a one-shift operation. Statistical Process Control (SPC) is going to be introduced and the present vessel is not set up to work with SPC. The larger vessel would therefore have better process control mechanisms, which would decrease the number of rejected or blended-borderline batches.

New suppliers of High Fructose Corn Syrup (HFCS) and asparagine are needed. The variability of HFCS has continued to be an issue while a domestic source of asparagine is desirable. To avoid future quality issues, new suppliers will be evaluated.

Strategy: Flavor Technology personnel will support these goals through collaborations with Operations Services, Engineering, Purchasing and Flavor Center personnel to formulate with the alternate materials and evaluate 75-814 from the improved reactor system..

Tactics

Timetable

Justifications for scale-up will be written by the Flavor Center.

February, 1992

Initiate installation of new reactor.

When approved

Flavor Center trials of cooked flavor using Krystar HFCS and Monsanto asparagine.

July, 1992

Trials of test flavors will be run in the RL Pilot Plant for subjective evaluations on internal panels

When available

Resources:

2021385421

Flavor Technology
Flavor Technology
Flavor Center
Engineering
Operations Services
Process Development
Semiworks
Cigarette Technology
CTSD

B. Hoskin - 0.10 man years
J. Swain - 0.05 man years
D. Karnes
B. Sorrels
E. Tucker
R. Uhl
G. Romig/J. Warren
B. Peace
J. Lightner

2021385422

Domestic Panel Support

- Objective:**
1. To provide subjective evaluations (rod and smoking characteristics) of prototypes, modifications of existing brands, new brands and monitoring of competitors' products.
 2. To provide training, maintenance and support to auxiliary panels (e.g., Richmond, Semi-Works, filter, paper and Cast Leaf.)

Introduction: Flavor Technology has provided subjective support to internal and external areas within Philip Morris. In 1991, over 250 panels, 58 subjective profiles of existing brands and one market introduction (Marlboro Medium) were completed. Factory problems concerning subjectives were also addressed. Members of the Cast Leaf program were trained and are currently evaluating Cast Leaf prototypes.

Strategy #1: Conduct evaluations on development programs, monitoring of domestic competitive brands and any problems associated with production and/or processing plants.

Tactics

Timetables

Complete KGF Study Evaluations	March, 1992
Complete Project Gold Study (Pre-applied Adhesives)	April, 1992
Complete Volatile Component aging study (Lark/Parliament)	May, 1992
Complete Glycerin/Triacetin Study	May, 1992
Complete Study on Export Product Standardization - GCC (Cigarette Shipping)	June, 1992
Complete Storage Studies for Winston and Salem (Flavorseal)	October, 1992

2021385423

	Subjective evaluation of small scale process improvement models	November, 1992
	Complete PMF Machine Evaluations (Taste/Odor, Stale)	May, 1992
	Complete Hoechst High Barrier Films Study	May, 1992
	Complete Factory Support Evaluations/Qualifications (Equipment)	December, 1992
	Complete Project Grain Evaluations	December, 1992
	Factory Issues	As needed
	Subjective Evaluation of POL Samples	As needed
	Subjective Characterization of New and Modified Brands	As needed
	Subjective evaluation of Materials from Operations and Technical Services Group	As needed
	Subjective Monitoring of New Brand Startup	As needed
Resources:	Flavor Technology	K. Deane - 1.00 man-years
Strategy #2:	Train auxiliary panels to screen development prototypes and to judge acceptability of final products.	

Semi-Works Panel

Tactics

Timetables

Initiate training on attributes	February, 1992
---------------------------------	----------------

2021385424

Continue training on blends and blend components	April, 1992
Conduct studies on test methodology comparing data from Flavor Tech. and Semiworks panel	May, 1992
Complete training	June, 1992
Review of blends and components	August, 1992

Resource:

Flavor Technology	K. Deane - 0.02 man-years
Semiworks	W. Banks/C. Scott 0.10 man-years

Richmond Panel

Tactics

Timetables

Initiate basic taste, aromatic and attribute training	March, 1992
Continue training on blends and components	May, 1992
Training completed	June, 1992
Review of blends and blend components	August, 1992

Resource:

Flavor Technology	K. Deane - 0.01 man-years
New Products	D. Atkinson - 0.02 man-years

Filter and Paper Development Panels

Tactics

Timetables

Initiate basic taste, aromatic and
and attribute training March, 1992

Continue training with blend and
blend components May, 1992

Tactics

Timetables

Characterization of filter and
paper prototype June, 1992

Completed training July, 1992

Review of blends and blend
components September, 1992

Resource:

Flavor Technology	K. Deane - 0.01 man-years
Paper Technology	Barbro Goodman - 0.02 man-years
Filter Technology	Ken Newman - 0.02 man-years

Cast Leaf Panel

Continue evaluation of prototypes
(produced in the Cast Leaf Pilot
Plant) October, 1992

Final recommendations based on
subjectives October, 1992

Resource:

Flavor Technology	K. Deane, B. Taylor, B. Hoskin and V. Willis 0.50 man-years
Process Development	T. Holland, G. Gellatly and M. Parker 0.08 man-years

Flavor Technology Panel

Review blend and blend components April, 1992

Conduct studies on test methodology with the Semiworks panel	May, 1992
Develop terminology definitions	July, 1992
Review of blend, blend components and attributes	September, 1992

Resource:

Flavor Technology	K. Deane - 0.10 man-years
Semiworks	G. Romig/J. Warren - 0.01 man-years
PED	J. Tindall (PED) - 0.005 man-years

2021385427

International Panel Support

- Objective:** 1. To provide subjective evaluations (rod and smoke characteristics) of development prototypes, modifications of existing brands and monitoring of export (PM and competitors) brands.
- Objective:** 2. To provide training and maintenance for the international panel and auxiliary export panels.
- Introduction:** The International panel has provided subjective support to internal and external areas within Philip Morris. Forty-eight (48) subjective characterizations and 96 panels were completed in 1991.
- Strategy #1:** Continue to monitor existing brands and provide subjective evaluations in prototype development. Further training will be conducted to standardize panel.

Tactics

Timetables

Screening in basic taste, aromatics,
use of scales and attribute training. March, 1992

Standard Method - Sensory Evaluations:
Workshop for the Australia/Asia Pacific
Region (review of panels and sensory
techniques March, 1992

Training on blends and components May, 1992
(export and domestic)

Complete Distribution System studies
(Panama) As needed

Complete training July, 1992

Subjective characterization of
export brands Continuous

New or modified brand startup As needed

2021385428

	Factory issues	As needed
Resources:		
	Flavor Technology Panel	K. Deane - 0.10 man-years
	Workshop	B. Taylor - 0.01 man-years
	Semiworks	G. Romig and J. Warren 0.01 man-years
	CTSD	J. Lightner - 0.01 man-years
	ARD	B. Handy - 0.01 man-years

2021385429

Marlboro Standardization

- Objective:**
1. To identify and reduce sources of variations in PM brands between production and processing facilities.
 2. To provide training, maintenance and support to factory panels which could possibly identify and reduce sources of taste/odor/stale customer complaints.
 3. To subjectively test and monitor Marlboro product from different locations externally (POL testing).

Introduction: Marlboro Standardization was initiated in 1984 to ensure PM brands produced at different locations were subjectively equivalent. In February, 1985, the first factory pickup of Marlboro LS and KS was conducted with Standard Runs I and II following in June and September. These runs concentrated on the subjective effects of interchanging ET with DET, age of materials and aftercut tobacco temperatures. A Marlboro Standardization panel was started to subjectively evaluate the pickups and standard runs. From 1985-1991, nine standard runs have been completed. A historical database on raw materials, direct materials, processing parameters, blend components, etc. has been established. This data has been used in qualifying equipment, determining uniform processing parameters and product development. Good manufacturing practices and process specifications for primary culminated from this data. These manufacturing practices and process specifications have been issued to the production facilities for daily use.

Strategy #1: Conduct factory pickups and a standard run to monitor the quality of Marlboro by subjective and analytical testing.

Tactics

Timetables

Factory pickup of Marlboro and
Marlboro Medium KS and FTB

February, 1992

Issue results of February pickup

April, 1992

2021385430

Factory pickup of Marlboro Lights SP and FTB	April, 1992
Issue results on April pickup	June, 1992
Factory pickup of Marlboro and Marlboro Medium SP and FTB	June, 1992
Issue results of June pickup	July, 1992
Prepare for Marlboro Standard Run X	July, 1992
Marlboro Standardization Run X	August, 1992
Issue subjective results from Marlboro Standard Run X	October, 1992
Factory pickup of Marlboro Lights SP and FTB	October, 1992
Issue revised Factory Panel Leader Manual	December, 1992
Factory pickup of Marlboro and Marlboro Medium SP and FTB	December, 1992
Transfer flavor audits to Factory QA's	December, 1992

Resources:

Flavor Technology	K. Deane and K. Lam 1.0 man-years
Cigarette Technology	D. Atkinson - 0.05 man-years
Packaging/Flavor Technology	B. Mait - 0.03 man-years
CTSD	J. Lightner - 1.0 man-years
ARD	B. Handy - 0.20 man-years
PED	A. Smith - 0.10 man-years
Operational Services	R. Hatcher - 0.10 man-years
Semiworks	J. Warren - 0.08 man-years
Cabarrus Panel	J. Crowe - 0.15 man-years

2021385431

Manufacturing Center Panel	K. Smith 0.15 man-years
Louisville Panel	D. Price - 0.15 man-years
Stockton Street Panel	R. Freelin - 0.15 man-years

Strategy #2: Training for factory panels and quarterly panel leader workshops will be conducted. The factory panels will monitor their daily production which could identify and possibly reduce taste/odor/stale customer complaints. Factory panels will also evaluate factory pickups and Standard Run X for monitoring purposes.

Tactics

Timetables

Cabarrus Factory Panel

Submit materials for screening of panelists on taste and odor and use of scales	January, 1992
Initiate Attribute Training	February, 1992
Factory Panel Leadership Workshop	March, 1992
Continue Attribute Training	March, 1992
Review of blends and blend components	April, 1992
Complete training	June, 1992
Factory Panel Leadership Workshop	July, 1992
Blend and blend components (includes export blends produced at Cabarrus) characterization	September, 1992
Issue revised training manual	November, 1992
Factory Panel Leadership Workshop	December, 1992

2021385432

Louisville Factory Panel

Factory Panel Leadership Workshop	March, 1992
Screening of panelists on basic taste, aromatics and use of scales	April, 1992
Attribute Training	April, 1992
Menthol Training	May, 1992
Review of blends and blend components	May, 1992
Complete training	July, 1992
Factory Panel Leadership Workshop	July, 1992
Review menthol levels and blends	September, 1992
Issue revised training manual	November, 1992
Factory Panel Leadership Workshop	December, 1992

Manufacturing Center Panel

Factory Panel Leadership Workshop	March, 1992
Screening of panelists on basic taste, aromatics and use of scales	April, 1992
Attribute Training	April, 1992
Blends and components characterization	June, 1992
Complete training	July, 1992
Factory Panel Leadership Workshop	July, 1992
Issue revised manual	November, 1992

2021385433

Factory Panel Leadership Workshop December, 1992

Stockton Street Panel

Factory Panel Leadership Workshop March, 1992

Screening of panelists on basic taste,
aromatics and use of scales March, 1992

Attribute Training April, 1992

Blends and blend components (export
blends produced at S/S)
characterization June, 1992

Characterization of export brands August, 1992

Complete training October, 1992

Issue revised manual November, 1992

Factory Panel Leadership Workshop December, 1992

Resources:

Flavor Technology	K. Deane - 0.10 man-years
Cabarrus Panel	C. Bridges and T. Alexander 0.10 man-years
Manufacturing Center Panel	J. Chiarello - 0.10 man-years
Louisville Panel	B. Wayne - 0.10 man-years
Stockton Street Panel	H. Partin and B. Coleman 0.20 man-years

Strategy #3: POL testing (monadic evaluation) of scheduled factory pickups and cigarettes produced from Standard Run X. This will aid in defining Marlboro control regions and develop new statistical methods.

Tactics

Timetables

Factory Pickups

Stockton Street SP	1/27/92
Stockton Street FTB	2/10/92
Stockton Street FTB	3/2/92
Cabarrus SP	3/9/92
Louisville FTB	4/21/92
Manufacturing Center SP	5/26/92
Semi-Works SP	6/8/92
Louisville FTB	8/10/92
Manufacturing Center FTB	10/5/92
Semi-Works FTB	11/2/92
Louisville SP	11/30/92
Cabarrus FTB	12/3/92

Standard Run X

Marlboro LS and KS (M/C)	9/8/92
Marlboro LS and KS (CBS)	9/14/92
Marlboro LS and KS (LVL)	9/21/92
Marlboro LS and KS (S/S)	9/28/92
Marlboro LS and KS (SW)	9/28/92
Marlboro LS and KS (PMF)	9/28/92

Resources:

PED	A. Smith - 0.15 man-years
Technical Services	J. Hutchison - 0.20 man-years
Semiworks	J. Warren/G. Romig - 0.06 man-years
CTSD	J. Lightner - 0.04 man-years
Products Technology	D. Atkinson - 0.01 man-years
Flavor Technology	K. Deane - 0.10 man-years

2021385435

ARD

B. Handy - 0.02 man-years

2021385436

Cigarette Storage/Transportation/Shipping Study
(Support to Quality Engineering)

Objective: Define the impact of cycling temperature and humidity typically seen within shipping containers and the effects of heating and cooling cycles on product discoloration, staining, subjectives, and analyticals.

Introduction: Based on information from simulated studies on the shipping containers and the Export Product Standardization - Singapore study, a program was formulated to address several issues. The first phase of the simulated study at KGF was a cycling of temperature and humidity conditions during a twenty-four (24) hour period. The testing was conducted at KGF with the profiles typically seen in Richmond in August through the beginning of September.

A total of fifteen (15) samples were shipped to KGF for testing. The following dates were designated for sample acquisitions from the Storage Box at KGF.

Test initiated	December 9, 1991
Pick-up #1	December 12, 1991
Pick-up #2	December 19, 1991
Pick-up #3	December 26, 1991
Pick-up #4	January 2, 1992
Pick-up #5	January 9, 1992
Pick-up #6	January 16, 1992
Pick-up #7	January 23, 1992

Strategy #1: Subjectively evaluate the fifteen models that were shipped to KGF and returned to Richmond without being exposed to the simulated study with cycling temperature and humidity conditions. Evaluate each of the models from the scheduled acquisitions of the simulated study and compare them to the control to determine when and how the subjective effects of the products changed.

2021385437

Tactics**Timetables**

Complete initial evaluation of models
shipped to KGF and returned to
Richmond

January, 1992

Complete evaluation of models shipped
to KGF and exposed to the conditioning
chamber (Standard film)

February, 1992

Complete subjective evaluation of
cartons with higher gauge film, with
and without overwrap, that have been
subjected to the cycling temperature
and humidity conditions., to determine
the quality and effect on subjectives

March, 1992

Resources:

Testing

B. Rech and M. Mobrem - QE
G. Overstreet - 0.05 man-years

Product Development contact

B. Tierney and V. Graff-Muse
0.10 man-years

Subjective evaluation

V. Willis and K. Deane
0.04 man-years

Analytical evaluation

M. Mobrem and Judith Lighter
0.05 man-years

Strategy #2:

Repeat the testing in Strategy #1 with specified models and conditions for the Export Product Standardization - Singapore and the GCC Study to determine the effects of cycling temperature and humidity conditions in the shipping containers. Conditions, based on previous data, will be simulated in a controlled environmental chamber.

Tactics**Timetables**

Initial evaluation of models from the
inhouse conditioning chamber with
standard materials

June, 1992

2021385438

Complete subjective evaluation of high
gauge film from the inhouse conditioning
chamber July, 1992

Report findings August, 1992

Recommendations September, 1992

Resources:

Testing	B. Rech and M. Mobrem - QE G. Overstreet - 0.05 man-years
Cigarette Technology contact	B. Tierney and V. Graff-Muse 0.03 man-years
Subjective evaluation	V. Willis and K. Deane 0.04 man-years
Analytical evaluation	M. Mobrem and J. Lighter 0.01 man-years
ARD	B. Handy 0.01 man-years

2021385439

Export Product Standardization - GCC

Objective: Determine the impact of adverse environmental conditions upon the subjective character and analytical specifications of finished products. Compare the results of this study with similar studies conducted using products with carbon filters.

Introduction: Concerns have existed for years over the condition(s) of P.M. products that reach consumers in foreign countries due to the excessive transport time, climatic conditions, damage, etc., which occur between the initial shipping date and the date of consumer purchase.

This project addresses the subjective character changes due to adverse climatic conditions with time, and to provide insight to resolve these subjective changes.

Status: The following models are under evaluation for the GCC Export Product Standardization:

Control: Marlboro LS FTB (12.5% Pack O.V.) with GCC leaf blend, standard casings and standard export aftercut

Test #1: Same as Control with 13.25% Pack O.V.

Test #2: Marlboro LS FTB (12.5% Pack O.V.) with GCC leaf blend, standard casings and domestic aftercut

Test #3: Same as Test 2 with 13.25% Pack O.V.

Strategy Environmental testing with subjective and analytical tracing to determine the effect of subjectives and flavor at adverse conditions.

Tactics

Initiate environmental testing

Timetables

December, 1991

2021385440

Interim report for the Desert, Jungle, Coldroom and Ambient conditions over the six weeks of testing and subjective evaluation	February, 1992
Complete the six month testing for analytical and subjective testing	June, 1992
Comparison of results with carbon filter products	August, 1992
Completion report and recommen- dations	September, 1992
Produce products with recommended changes	October, 1992
Subjective evaluation	November, 1992
Make products with recommended and the best film to date and initiate environmental testing	January, 1993

Resource:

Internal subjectives	K. Deane - 0.02 man-years
CTSD	L. Chambers - 0.01 man-years
Flavor Analyses	B. Hale - 0.02 man-years
Component Analyses on filler/ARD	B. Handy - 0.01 man-years
Flavor Technology	M. Garrett 0.05 man-years
Cigarette Technology	V. Graff-Muse and B. Tierney 0.01 man-years
Quality Engineering	B. Rech - 0.005 man-year

2021385441

Volatile Component Aging Study

Objective: Determine the subjective and analytical changes in products with carbon in filters which occur under various conditions with age.

Introduction: For years, the effect of activated carbon (high surface area) on volatile substances has been well documented. Activated carbon has been used in certain cigarette filters for its "filtering" effect of smoke "gas phase". However, little is known in the correlation between this "absorption" effect in the cigarette before use and the after effect in the subjectives during use. This project is an attempt to identify that correlation.

Strategy: Environmental testing with subjective and analytical tracing to determine the effects of subjectives and flavor at adverse conditions:

Tactics

Timetables

Initiate environmental testing November, 1991

Interim report for the Desert, Jungle,
Coldroom and Ambient conditions over
the six weeks of testing and
subjective February, 1992

Complete the six month testing for
analytical and subjective testing May, 1992

Completion report and recommen-
dations June, 1992

Resources:

Flavor Technology	M. Garrett - 0.02 man-years
Flavor Technology subjectives	K. Deane - 0.02 man-years
Cigarette Technology	V. Graff-Muse and B. Tierney 0.003 man-years
CTSD	L. Chambers - 0.01
Flavor Analyses	B. Hale - 0.01
Component Analyses on Filler	B. Handy - 0.005
Factory Logistics	Rainey 0.005
ARD	B. Handy - 0.01 man-years

2021385442

Brand Maintenance



Objective:

To assist Technical Services personnel in making recommendations for corrective actions to keep all current brands within specified delivery targets.

2021385443

Brand Maintenance



Explanatory Introduction:

Primarily due to fluctuations in tobacco blend availability, minor changes in the specifications of certain products have to be made to maintain delivery (tar, menthol) targets. R&D assists Technical Services in choosing the most appropriate changes.

2021385444

Brand Maintenance



Strategy I: - Recommend Change

Tactic

Evaluate current data
Evaluate past data for trends
Recommend change or corrective action

2021385445

Brand Maintenance



Strategy II: - Teach and Train

Tactic

Explain consequences of:

- a. Corrective action if spec. change not required.
- b. Specification change and reason for particular choice.

2021385446

Brand Maintenance

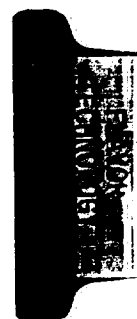


Resource Allocation:

Warren Claflin
Morris White
Debbie Atkinson
Kelli Poindexter

Technical Advisor
Domestic Product Development
Domestic Product Development
International Product Development

2021385447



2021385448

PHILIP MORRIS U. S. A.
INTER-OFFICE CORRESPONDENCE
Richmond, Virginia

RECEIVED

FEB 12 1992

To: D. Leyden

Date: February 10, 1992
J I MYRACLE

From: C. Kroustalis and R. Cox

Subject: 1992 Operation Plans, Flavor Technology Program

Attached, please find operational plans for 1992 for the Flavor Technology Program, Domestic Product Development and Support. Please contact us if further information is required.

cc: R. Heretick
J. Myracle
H. Spielberg

2021385449

FLAVOR TECHNOLOGY PROGRAM

NAME: Cox/Kroustalis

Project Grain

Objective: Reduce the use of alcohol and humectants through reformulation

Introduction: Several strategies have been developed to reduce the alcohol and humectants which are present in our casings and aftercuts. The reductions will be accomplished in a step-wise manner.

Contingencies are also being explored to remove all of the added alcohol and partially reduce the humectants should this scenario become necessary.

The benefits of the reduced alcohol and humectants would be lower emissions and lower costs.

The liability of lower humectants could be increased filler degradation.

Strategy I: Incremental reduction of alcohol concentration in burley top casing.

Tactics

Timetable

Support implementation of alcohol reduction in BTC on a Factory-by-Factory Basis

As Requested

Strategy II: Reduce alcohol in aftercut, combine with top casing reduction.

Tactics

Timetable

100% BTC alcohol reduced plus 30% alcohol reduced (52% total alcohol) in Marlboro POL 03005

Complete

100% BTC alcohol reduced plus 30% aftercut alcohol reduced humectant rearranged (total alcohol 52%) in Marlboro POL 03015.

March, 1992

Factory Trials, further testing

June, 1992

2021385450

	Support Implementation	As Required
Strategy III:	Reduce/rearrange PG in flavor system combine with BTC and AC alcohol reduction	
	Tactics	Timetable
	100% BTC alcohol reduced + 30% A/C alcohol reduced plus 25% PG reduced flavor system (52% total alcohol, 25% total PG) - POL 03006	Complete
	Additional POL's	June, 1992
	Factory Trials	Dec, 1992
	Support Implementation	As Required
	100% BTC alcohol reduced + 50% A/C reduced plus 25% PG reduced flavor system (67% total alcohol, 25% PG)	Complete
	POL's	September, 1992
	Factory Trials	June, 1993
	Support Implementation	As Required
Strategy IV:	Reduce alcohol in menthol aftercuts using PG rearrangements; combine with top casing reductions (H. Maxwell).	
	Tactics	Timetable
	B&H Menthol Lights 30%, 50% alcohol reductions in AC made in Semi-Works for internal subjectives	March, 1992

2021385451

B&H Menthol Lights 30%, 50% alcohol
 reductions in AC plus BTC alcohol
 reduction planned Semi-Works, internal
 subjectives June, 1992

POL testing September, 1992

Factory trials with reformulated
 flavors As Required

Strategy V: Remove 100% added alcohol in aftercuts non-menthol and menthol using PG
 rearrangement/Sonolator; combine BTC alcohol reduction.

Tactics **Timetable**

1. 100% BTC alcohol reduction, plus
 100% A/C alcohol reduction in
 Marlboro Complete

Further non-menthol models to be
 made in Semiworks for potential
 POL's May, 1992

2. 100% alcohol reduced A/C B&H
 Menthol Lights Semi-Works small
 scale, Complete

Further menthol models to be
 made in Semiworks for potential
 POL's June, 1992

Resources:

Flavor Technology	S. Ruziak - 0.60 man years
Flavor Technology	H. Maxwell - 0.20 man years
Semiworks	G. Romig/J. Warren
PED	A. Smith
CTSD	J. Lightner
Cigarette Technology	B. Peace

2021385452

Stable Menthol Program 1992 Operational Plan

Objective: Develop new menthol technology to produce consistent menthol delivery in smoke under normal field conditions.

Introduction: Menthol migrates from rod to filter resulting in decreased menthol deliveries in smoke over time. Stable menthol technology would result in products with consistent puff and constant menthol delivery. Program benefits include: decrease in customer complaints, decrease in menthol loss during application, decrease in variation of menthol delivery and potential proprietary technology providing a competitive advantage. Downsides include: cost increase, potential application problems and equipment contamination.

Strategy #1: Determine viability of menthol encapsulation via the M-CAP Technologies International process.

Tactics: Approval has been given to M-CAP's proposal for menthol encapsulation. Initial feasibility experiments will be conducted by M-CAP using four shell materials acceptable for use in PM products. 3/92.

Process Development (W. Nichols) will evaluate plain beads for determination of physical properties, i.e., flowability. 3/92.

Assuming that successful menthol encapsulation is achieved, Flavor Technology (H. Maxwell) will evaluate the potential for spray application of encapsulated menthol onto filler. Process Development will evaluate alternate applications of encapsulated menthol. 4/92.

Machine-made cigarettes will be produced in the Semi-Works for in-house (FTD) subjective evaluations, smoke menthol delivery (CTSD), accelerated aging studies (FTD) and cost analysis. 5/92.

A comprehensive proposal will be prepared based on subjective and cost considerations. 6/92.

2021385453

Strategy #2: Investigate the feasibility of yeast encapsulation.

Tactics: Chemical Research (Y. Houminer) will conduct in-house feasibility studies for yeast encapsulation. Washed brewer's yeast will be obtained from Miller Brewing for the initial investigations. 3/92

Yeast encapsulated menthol will be sprayed on tobacco for preparation of machine-made cigarettes in the Semi-Works. The cigarettes will be evaluated for subjectives, menthol delivery and stability studies. 4/92

A comprehensive proposal will be prepared based on cost and subjective considerations. 6/92

Strategy #3: Investigate the feasibility of *in situ* alginate crosslinking and menthol encapsulation via the Cast Leaf system and/or extrusion. 3/92

Tactics: Process Development (J. Washington) will investigate whether available calcium from tobacco can be used as the alginate crosslinking agent for menthol encapsulation in a modified Cast Leaf process. 3/92

Process Development (W. Nichols) will investigate whether co-extruded tobacco/alginate/menthol can utilize calcium from tobacco for alginate crosslinking/encapsulation. 3/92

Flavor Tehnology (H. Maxwell) and Cigarette Technology (B. Hendricks) will prepare cigarettes in the Semi-Works for subjective and stability evaluations. 3/92

Strategy #4: Investigate menthol on dope for delivery stability.

Tactics: Cigarette Technology (G. Patron) will prepare cigarette filters with menthol on dope tow from Eastman for stability evaluations. 4/92

Flavor Technology will perform subjective evaluations of fresh and aged cigarettes to determine stability. 5/92

Results of this investigation and recommendations will be issued by the end of June, 1992.

2021385454

Strategy #5: Investigate the feasibility of cigarette mentholation via PVA and PZ addition.

Tactics: G. Patron will review past investigations for this approach prior to model design. 3/92

Marlboro FF and Lights models will be designed by Patron and produced in the Semi-Works. 4/92

Subjective and accelerated aging evaluations will be performed prior to issuing a recommendation based on findings. 6/92

Strategy #6: Evaluate feasibility of filler mentholation via liquid CO₂.

Tactics: Lab scale filler mentholation via liquid CO₂ will be conducted to produce sufficient quantities for machine-made cigarettes. 3/92

Cigarettes will be produced in the Semi-Works for smoke menthol delivery, subjective evaluation and stability determinations. 3/92

Resource Allocations (Man-Years):

Program Leader	0.5
Flavor Technology	0.7
Chemical Research	0.5
Process Development	1.3
Cigarette Technology	0.8
Semi-Works	0.3
Cigarette Testing	0.3
Analytical Research	0.1
Total	4.5

2021385455

Reduced Humectants

Objective: Unify the humectant levels in domestic and export (lower humectant level) RL's and RCB

Introduction: Sheet products (RL's and RCB) were made at the Processing Plants with reduced humectant levels, target solubles (46-47%) and increased solubles (50%). After evaluation, the target soluble sheets were incorporated into the Marlboro blend and POL quantities were made.

The benefits of the reduction of humectants would be lower emissions and cost savings

Strategy: RL's and RCB with reduced humectant levels were produced in production for physical and subjective testing.

Tactics

Timetable

Reduced humectant sheet, target solubles (46-47%) incorporated into Marlboro blend, POL 0385

Complete

Factory trials planned to establish primary conditions

April, 1992

Recommendation of changes in primary specifications

June, 1992

Assist in implementation, when requested

Resources:

Flavor Technology
Flavor Technology
Process Development
Cigarette Technology
Operations Services
Semi-Works
CTSD

S. Ruziak - 0.05 man years
J. Swain - 0.01 man years
R. Uhl
B. Peace
B. Rainey
G. Romig/J. Warren
J. Lightner

2021385456

Alternate Humectants

Objective: Develop and evaluate alternate humectants replacing propylene glycol and glycerin in PM brands

Introduction: Sheet products (RL's and RCB) were made at the Processing Plants with isosweet replacing the humectants. Casings were made with partial isosweet replacement of humectants and casing preblend flavors moved to the A/C.

The benefits of replacing humectants is a defensive strategy which would also lower propylene glycol emissions.

The possible liabilities are degradation during processing, product stability and lower product yield.

Strategy: RL's and RCB with alternate humectant were incorporated in Marlboro blend with alternate humectant in the flavor system

Tactics	Timetable
Semiwork trial	Completed
Alternate Humectant POL	June, 1992
Replicate POL, if needed	October, 1992
Recommendations (Potential defensive strategy)	December, 1992

Resources:

Flavor Technology	S. Ruziak - 0.05 man years
Flavor Technology	J. Swain - 0.01 man years
Applied Research	B. McCuen
Cigarette Technology	D. Rockwell
Semi-Works	G. Romig/J. Warren
CTSD	J. Lightner
PED	A. Smith

2021385457

Liquid Licorice

Objective: Implement the use of a liquid licorice to replace the existing block licorice in PM formulae which meets Philip Morris requirements of cost effectiveness and product consistency (specifications). The liquid licorice must be subjectively equal to the existing block licorice in PM finished products.

Introduction: Licorice is used in approximately 90% of the Philip Morris production volume and costs approximately \$20 million annually. R&D and Operations Services have attempted to find alternatives to the block licorice for at least ten years. Handling the product is labor intensive and preparing the product for application is energy intensive (heat requirements) and logistic intensive (lead time for melt). None of the following efforts have been successful in totally replacing Ship Brand licorice extract:

Various liquid licorice.

Developed licorice replacements (1974).

Qualifying the current spray-dried licorice (Police) in domestic production.

It is believed that a newly-offered liquid licorice by MacAndrews & Forbes (Mafco) will resolve most associated problems with block licorice.

Strategy #1: Develop an analytical and subjective database.

Tactics

Timetables

Obtain samples of each trial batch of Liquid Licorice 15 that is produced at MacAndrews & Forbes for analytical and subjective analyses

On going

Develop new casing using the liquid licorice

Complete

Internal Testing of the new casing on Marlboro

Complete

2021385458

Strategy #2: Implement cost analysis for all domestic production locations and research the pricing of the product by the vendor.

Tactics

Timetables

Assess manpower requirements, storage requirements, re-tooling requirements, all associated costs and potential savings

February, 1992

Cost analysis by Manufacturing Engineering, Purchasing, and Technical Services

February, 1992

Overview of cost analysis/potential cost reduction

March, 1992

Assess best back-up system to the liquid licorice

May, 1992

Strategy #3: Develop operating specifications for liquid licorice and Ship BJ SDLE.

Tactics

Timetables

Review database from component analyses

March, 1992

Compare our database with vendor data

April, 1992

Define product specification

August, 1992

Strategy #4: Implement arrangements for consumer tests.

Tactics

Timetables

Internal testing

February, 1992

POL testing

March 23, 1992

2021385459

POL testing	May 23, 1992
Recommendation	July, 1992
Casing adjustment, if needed	August, 1992
Repeat testing, if needed	October, 1992
Recommendation	December, 1992

Strategy #5: Determine the feasibility of replacing current spray-dried licorice extract with Ship BJ SDLE in export blended strip operations and export dry flavors, and replacing block licorice with liquid licorice in export blended strip operations.

Status: Currently, export strip operations uses both block and spray-dried licorice depending on the country destination and export dry flavors use the spray-dried licorice.

Tactics

Timetables

Produce export blended strips at 20th Street using liquid licorice.	April, 1992
Produce cigarettes from export strip and export dry flavor	May, 1992
Internal panel testing	June, 1992
Recommendations	July, 1992
Casing adjustment, if needed	August, 1992
Internal panel testing	October, 1992
External testing, if needed	November, 1992
Recommendation	December, 1992

Resources:

2021385460

Semiworks
Cigarette Technology
Consumer Testing
Internal Subjectives
Flavor Technology
CTSD
ARD
Flavor Analyses
Purchasing
Technical Services

G. Romig/J. Warren - 1.1 man-years
D. Rockwell - 0.01 man-years
M. Jeltima - 0.02 man-years
K. Deane - 0.03 man years
M. Garrett - 0.15 man-years
L. Chambers - 0.02 man-years
B. Handy - 0.02 man-years
B. Hale - 0.02 man-years
C. Comes - 0.01 man-years
E. Tucker - 0.01 man-years

2021385461

Marlboro RI

Objective: Develop a Marlboro Flavor System containing fewer than 40 listed components which support the subjective character in Marlboro cigarettes.

Introduction: U.S. Congress has attempted to pass legislation requiring tobacco manufacturers to label their products with ingredient information and to have Congress-appointed labs to perform certain tests on the disclosed ingredients.

This project is an effort to reduce the ingredient list for Marlboro without changing its subjective character. Current developed casing, aftercut, and blends lists 28 components including tobacco. A new recon (RLL) was developed to replace the current standard recons. Over forty models (16 mg, 13 mg and 12 mg inclusive) were internally evaluated during development in 1990 and 1991.

Strategy #1: Develop new reduced-ingredient flavor system and subjective evaluation of the blend modifications.

Tactics

Timetables

Development of new casing and after-cut systems	On going
Evaluate most recent blend models	January, 1992
Request new blend components	January, 1992
Produce new RLL at C Pilot Plant	March, 1992
Produce new ET with sucrose at D Pilot Plant	March, 1992
Chemical and physical analyses	April, 1992
Evaluation of new components (expanded and recons)	May, 1992

2021385462

Evaluate Net expanded materials	June, 1992
Recommendation of blend components	July, 1992
Production of new blend	August, 1992
Evaluation of new blend	September, 1992
Panel testing	October, 1992

Strategy #2: Develop best flavor system with reduced ingredients.

<u>Tactics</u>	<u>Timetables</u>
Evaluation of flavor components	April, 1992
Optimize flavor levels, examine modification to the burley spray, and optimize casing and flavor levels	May, 1992
POL Testing	October, 1992
Continue assessment, make modification where necessary	As needed
Recommendations	December, 1992
Factory trials	As needed

Resources:

Pilot RL's/C Pilot	L. Wilkinson - 0.02 man-years
Pilot ET/D Pilot	R. Lum - 0.01 man-years
Cigarette Technology	0.01 man-years
Semiworks	G. Romig/J. Warren 0.02 man-years
PED	M. Jeltima - 0.01 man-years
Internal subjectives	K. Deane - 0.02 man-years
Flavor Technology	M. Garrett - 0.10 man-years
CTSD	J. Lightner - 0.01 man-years
ARD	B. Handy - 0.01 man-years

2021385463

Wish List: Find alternative to using natural honey bright casing due to supply issues and handling logistics.

2021385464

DISCOUNT RI

Objective: Develop a Discount Flavor System which is cost effective and has acceptable flavor characteristics on a newly-developed, cost effective blend and cigarette design.

Introduction: Continuous growth of discount brands raises concerns over profit margins -
- discount brands sold at discount costs must be produced at discount costs -- with positive subjective response from the consumer.

Development work is required to explore the different possibilities for Product development. Results from Marlboro RI will impact heavily on this development. Bristol will be a starting reference since it contains an estimated 60 components.

Strategy: Development of cost effective blends, casings and flavor systems.

Tactics

Timetables

Initiate discussions with Leaf Department regarding blend development	February, 1992
Make models for subjective and analytical testing	April, 1992
Casing and aftercut development	June, 1992
Filter and Paper Development	June, 1992
Subjective evaluation	July, 1992
Flavor modification	August, 1992
Phase two testing	September, 1992
Internal Testing	November, 1992
Recommendation	December, 1992

2021385465

Resources:

Flavor Technology	M. Garrett - 0.15 man-years
Cigarette Development	0.02 man-years
Blend Development	B. Riggins - 0.01 man-years
Filter Technology	K. Newman - 0.01 man-years
Paper Technology	S. Baldwin - 0.01 man-years
Flavor Technology Subjectives	K. Deane - 0.01 man-years
Internal Testing	M. Jeltema - 0.01 man-years
CTSD	J. Lightner - 0.01 man-years
Semiworks	G. Romig and J. Warren 0.01
Flavor Analyses	B. Hale - 0.02 man-years
Component Analyses on Filler	B. Handy - 0.01 man-years
Factory Logistics/Specifications	Tucker/Rainey - 0.01 man-years
Pricing/Product Purchase/Purchasing	C. Comes - 0.01 man-years

2021385466

Flavor System Simplification/Revisions 1992 Operational Plan

Objectives: To eliminate unwanted ingredients from the PM direct materials to comply with worldwide legal requirements.

To reduce ingredients and simplify sources of materials.

The project consists of a continuous evaluation of ingredients by Regulatory with a yearly review of completed products.

Introduction: The project involves the work by Flavor Technology, Regulatory, Technical Services, Purchasing and the Flavor Center in an effort to maintain and control the quantity and quality of Philip Morris direct materials used in products.

Strategy #1: To subjectively evaluate revisions and first shipment samples from suppliers where ingredients have been removed and determine acceptability.

Revisions received from Regulatory are investigated and evaluated as the need arises. This program takes high priority with the appropriate functional groups interacting when ingredients need to be removed from suppliers flavors. The requested revisions for 1991 have been completed. There are no outstanding revisions for 1992.

Tactics: Regulatory:

Monitor regulatory requirements worldwide and oversee removal of unwanted ingredients.

Determine which direct material should be revised.

Request revisions from suppliers for existing direct material codes.

Distribute revisions samples to analytical group for analysis. If product is clean, send samples to Flavor Technology for subjective evaluation.

2021385467

Flavor Center:

Test incoming first production materials to ensure conformity to material specifications and free from removed components.

Obtain sample for Flavor Technology subjective testing.

Flavor Technology:

Perform subjective testing on revisions and first shipment samples evaluating both the aromatic profile of the samples as well as subjective smoking characteristics and differences between control and revised samples.

Report results to Purchasing, Technical Services, Flavor Center and Regulatory.

Purchasing:

Assign new direct material codes as revision samples are received by Regulatory.

Maintain revision information.

Monitor inventories to minimize inventories of materials currently being revised.

Inform vendors when orders are based on 60 day production schedule and status of "old" material.

Follow up with vendors to track problems and expedite shipments.

Technical Services:

Modify formulas as approved revised materials are received.

Monitor preblend inventories to assure adequate inventories of materials.

Notify Purchasing of upcoming requirements for new flavors and or changes in requirements for existing flavors.

2021385468

Timetable: Evaluated on a yearly basis to be completed by year end with quarterly review.

Strategy #2: To subjectively evaluate and locate possible alternate vendors of current direct material products as requested by Purchasing and Technical Services. Alternate suppliers are investigated on a as needed basis as a result of poor quality with some existing suppliers. Requests are received by Flavor Technology from Technical Services as the need arises.

Tactics: Flavor Technology:

Evaluate subjectively and analytically new possible sources of alternate flavor materials against control samples to maintain comparable subjectives and specifications.

Technical Services:

To supply formulations and samples of control products and alternate suppliers to Flavor Technology.

Purchasing:

To aid in determining the need for alternate suppliers of PM products.

Timetable: This is reviewed on a quarterly basis.

Strategy #3: To facilitate the removal of direct material components requested by Regulatory in an effort to reduce the number of Philip Morris sole source ingredients and the removal of unwanted flavors.

For 1992 a preliminary list of potential direct material drops has been received from Regulatory. This list represents PM sole source flavors that are at a low usage level. Efforts will be made to eliminate these if subjectively possible without changing existing flavor profiles. The list contains 14 flavor items.

2021385469

Tactics:

Regulatory:

Monitor regulatory requirements worldwide and oversee the removal of unwanted ingredients from flavors and the removal of flavor systems.

Determine which direct material should be removed.

Flavor Technology:

Determine subjectively the best method to remove the flavor by evaluating its use in flavor concentrates and aftercuts. Methods involve either total elimination, finding alternate flavors or creating new flavor systems to mimic its effect.

Supply Technical Services with the new flavor concentrate or aftercut formulation.

Conduct subjective testing with both aromatic evaluations and cigarette flavor aromatics.

Technical Services:

Modify formulas as approved revised formulas are received.

Timetable:

Quarterly review of products removed to complete the task on a yearly basis.

Strategy #4:

To aid the Flavor Center in subjective evaluations of quality and flavor related issues.

We presently receive approximately four requests a week to evaluate both incoming flavors as well as compounded flavor concentrates. These are evaluated subjectively and also analytically when needed. Samples are received from Technical Services when a problem arises.

Tactics:

Flavor Technology:

Subjectively evaluate quality and flavor related issues submitted by Technical Services.

2021385470

Report findings and disposition to Technical Services.

Technical Services:

Supply Flavor Technology with information and samples of problem flavors.

Timetable: Evaluated as received in a timely fashion. Quarterly review of completed products.

Strategy #5: To simplify flavor formulations as needed by reducing the number of direct material additions without subjectively altering the existing flavor.

Initiate a program to better manage and control PM direct materials, suppliers and quality of flavor concentrates.

Tactics: Flavor Technology:

Subjectively evaluate reduced ingredient formulations against control formulations from both an aromatic profile and subjective smoking characteristics.

Timetable: Formulate as received in a timely fashion. Quarterly review of completed products.

Resource Allocations (Man-Years):

Flavor Technology:	0.60
Technical Services:	0.80
Regulatory:	0.60
Flavor Center:	0.05
Purchasing:	0.10
Total	2.15

2021385471

FLAVOR CENTER

Objective: To subjectively evaluate materials from the Flavor Center which show borderline analytical results.

Introduction: Approximately three years ago, specifications were set for raw materials, preblends, and finished flavors. Incoming materials are then checked analytically for compliance. When analyses are suspect/borderline, FTD personnel are requested through Operations Services to verify analyses and/or subjectively evaluate samples. These additional determinations of quality have been beneficial in maintaining specifications and resolving "problem batches" of flavors.

Strategy: Analytically and/or subjectively evaluate suspect materials submitted through Operations Services from the Flavor Center.

Tactics

Timetable

Test for analytical verification. As requested.

Subjectively evaluate odor, taste
and/or applied to target product. As requested.

Resources:

Flavor Technology	B. Taylor - 0.01 man years
Flavor Technology	B. Hoskin - 0.01 man years
Flavor Technology	J. Pfluerger
Flavor Technology	B. Hale
Flavor Center	J. Beasley
Flavor Center	S. Capocelli

2021385472

**Operational Plan 1992 - Menthol Program
Project Levo**

- I. **Objective:** To develop a menthol product to decrease PM's dependence on natural menthol through the use of synthetic menthol.
- A. **Introduction:** Project Levo was designed as a cost reduction program for Philip Morris for our menthol market. In pursuing this goal, flavor systems will be developed using synthetic menthol in addition to menthol isomers and analogous compounds.
- II. **Strategies:**
- A. POL has been made and released to establish a baseline for further testing.
- B. Flavor Technology work continues to evaluate new prototypes made with additives.
- C. Additional testing (POL) will be conducted externally.
- III. **Timetables:**
- A. 1st Quarter - Internal Testing
- B. 2nd Quarter - External Testing
- C. 3rd Quarter - Make Recommendations
- IV. **Resource Allocations:**
- A. Flavor Technology
- B. Cigarette Testing

2021385473

Natural/Synthetic Glycerin/Triacetin 1992 Operational Plan

- Objectives:**
1. To determine by sensory and analytical methods the acceptance specification of natural glycerin, by the 4th quarter, 1992.
 2. To qualify natural glycerin-based triacetin as the cigarette filter plasticizer by 3rd quarter, 1992.
 3. To identify the impurities present in natural glycerin and natural glycerin-based triacetin which may impart off flavors in cigarettes by the 4th quarter.

Introduction: Glycerin is used as a cigarette filler plasticizer and is incorporated in casings and aftercuts. In order to minimize rejections of glycerin received by Philip Morris, analytical and sensory testing will be performed for glycerin derived from natural sources.

In addition, natural glycerin-based triacetin, a cigarette filter plasticizer, will be evaluated and compared to synthetic glycerin-based triacetin for qualification to address Philip Morris' needs as a result of partnering with Hoechst-Celanese.

In order to secure a continuous supply and in anticipation of a shift from synthetic to all-natural based glycerin and triacetin, it is vital for us to have alternate suppliers. The quality of these all-natural based glycerin/triacetin must meet our stringent sensory and analytical requirements.

Strategy #1: Subjective evaluation of glycerin and triacetin.

Tactics:

A. Cigarettes containing natural and synthetic glycerin from all proposed vendors will be prepared and evaluated subjectively to determine subjective threshold limits for accept/reject criteria.

March, 1992

B. Cigarettes containing natural and synthetic glycerin-based triacetin from all proposed vendors will be prepared and will be subjectively evaluated.

2021385474

to determine threshold limits for qualification and accept/reject criteria of natural glycerin-based triacetin.

June, 1992

Strategy #2: Analytical characterization of glycerin and triacetin contaminants.

Tactics: Although most of the impurities have been tentatively identified, additional identifications and confirmations will be required to complete this investigation. Identifications will be made using a variety of instrumentation including GC, GC/MS, GC/FTIR and FTIR. Reference standards will also be purchased for confirmations.

September, 1992

Strategy #3: Analytical/Sensory correlations and guidelines.

Tactics:

- A. Several production batches of natural glycerin/triacetin will be analyzed to determine batch to batch variations.
- B. Analytical results will be correlated to sensory results to determine whether analytical information can be used for accept/reject purposes.
- C. POL testing of natural glycerin-based triacetin to confirm internal subjective findings.
- D. Make recommendations for best evaluation approach.

December, 1992

Resource Allocations (Man-Years):

B. Johnson - Purchasing	0.02
K. Lam - Flavor Technology	0.15
R. Hale - Flavor Technology	0.15
A. Finley - Filter Technology	0.01
T. Hoskin - Semi-Works	0.02
V. Willis/K. Deane - FTD	0.15
Total	0.50

2021385475

UNCOOKED FLAVOR SYSTEM (75-814 REPLACEMENT)

- Objective:** To replace cooked flavor for RLTC due to possible regulatory changes.
- Introduction:** The definition/safety of reaction flavors are being questioned in some Foreign countries. As a precautionary measure, an alternate will be developed for Cooked Flavor 75-814.
- Strategy:** Develop, evaluate, and test alternate flavor in RLTC.

Tactics

Timetable

Initiate flavor modifications.	March, 1992
Subjective evaluation of flavors applied lab-scale.	June, 1992
Subjective evaluation of flavors in RL Pilot trials.	July, 1992
Modifications, if necessary prior to Park 500 trials.	September, 1992
Park 500 trials of alternate flavor for POL test.	December, 1992
Complete POL tests of substitutions as contingency to respond to potential regulatory changes.	March, 1993

Resources:

Flavor Technology	B. Taylor -0.05 man years
Flavor Technology	J. Swain -0.05 man years
Cigarette Technology	B. Peace
Process Development	R. Uhl
Semiworks	G. Romig/J. Warren
CTSD	J. Lightner
ARD	C. Ament
Park 500	J. Whitman

2021385476

Burley Spray 1992 Operational Plan

Objective: Develop Burley Spray specifications for factory primaries by September 1992.

Introduction: Current Burley Spray specifications deal with formulation and holding/application temperatures of 180°F for up to 72 hours. Flavor Technology has been using sucrose level in Burley Spray as an indicator of quality for POL testing. However, since there has not been extensive testing in the past, Burley Spray holding and application temperatures merit investigation as a function of subjective quality and stability to develop specifications for this casing material.

Strategy #1: Evaluate subjectively Burley Spray containing sucrose vs. fructose and glucose.

Tactics: Prepare current formulation Burley Spray and hold until sucrose inversion reaches 50%.

Prepare fresh current formulation Burley Spray.

Prepare fresh Burley Spray with fructose and glucose (1:1) replacing sucrose.

Prepare cigarettes (100% burley, Marlboro and Merit) with the above Burley Sprays in the Semi-Works.

Subjectively evaluate cigarettes with "fresh" vs. "aged" and "fresh" and/or "aged" Burley Spray containing sucrose vs. Burley Spray containing fructose/glucose.

Timetable: March, 1992

Strategy #2: Evaluate Burley Spray processing modifications.

Tactics: Prepare current formulation Burley Spray and hold at 160°F for 72 hours. Analyze twice daily for sucrose content and inversion.

2021385477